



Hampton Roads, Virginia

AMAZON HQ2 SUBMISSION

OCTOBER 19, 2017



Charlottesville ●

● Roanoke

Hampton Roads is:

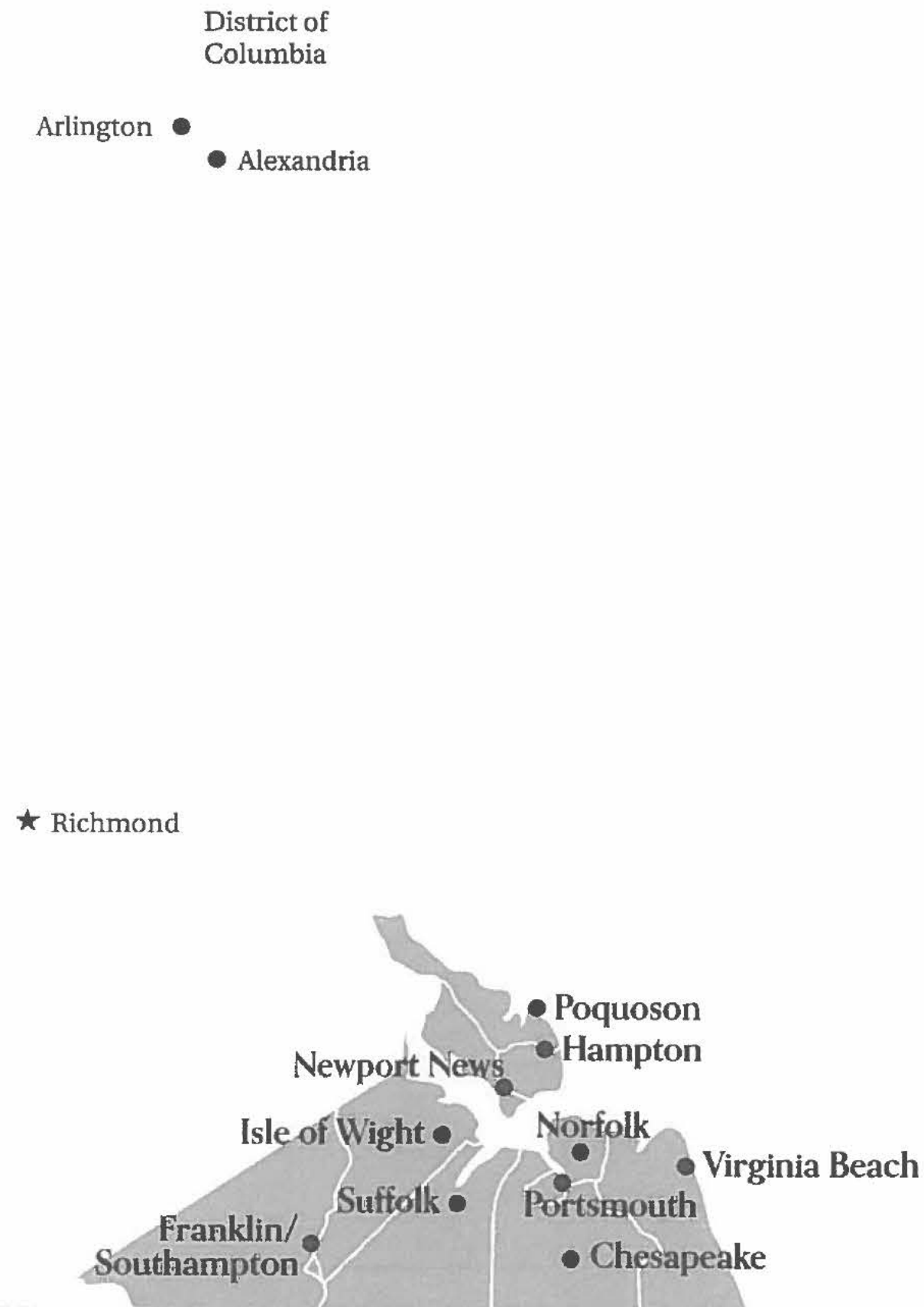
A region well-equipped to cultivate the workforce of the future that a company of Amazon's caliber requires

An attractive quality of life to ensure Amazon's ability to attract and retain talent

The physical and digital global gateway for Virginia and the East Coast

An affordable and attractive place to do business

A region, with Virginia, ready to partner with Amazon to support your future growth







The Case for Hampton Roads

Hampton Roads is the set of interconnected communities clustered around one of the world's largest natural harbors at the mouth of the Chesapeake Bay. Known for our larger cities of Virginia Beach, Norfolk, and Newport News, we offer beautiful sites in Hampton, Suffolk, and Virginia Beach for Amazon to consider for your new headquarters. Home to 20% of Virginia's population, Hampton Roads is located in a scenic, coastal area in the southeastern corner of the Commonwealth. We are one of America's most historic communities and its first coastal region.

Our coastline, at the intersection of the Chesapeake Bay and the Atlantic Ocean, makes Hampton Roads a global gateway for the country and is an anchor for our growth. Our transatlantic sub-sea cables and world-class Port of Virginia have been continuous drivers of infrastructure investment and development, and innovation catalysts in highly specialized fields like unmanned systems, aerospace, and logistics. Within this dynamic environment, our welcoming, vibrant community and low-cost business climate will enable Amazon to advance with Hampton Roads in the coming years.

In Hampton Roads, Amazon will find a perfect balance: We are large enough to meet your ever-evolving need for exceptional talent and room to expand, while maintaining the unique characteristics that distinguish our region. Whether you envision a harbor-side campus or oceanfront towers, Amazon will find a vibrant community in Hampton Roads to welcome and grow with you.

You will also find a group of industrious, hard-working people who are passionate about the region and our corporate partners. Here, you can draw top talent from our local institutions while adhering to your principles of frugality. Our educated, regional labor pool currently feeds neighboring localities and the entire state. Home to the highest concentration of military commands outside the Pentagon, Hampton Roads' veteran population offers an additional pipeline of skilled, competitive workers. Boasting diverse communities and industries, beaches and outdoor recreational amenities, and a high quality of life, Hampton Roads attracts all types of working professionals. In fact, we are the U.S. city with the highest growth in share of millennial population over the past five years.

Our cities and counties have a rich history, from the first English settlements in the U.S. to the last battle for the country's independence, and Hampton Roads is a region that celebrates our tenacious legacy while progressing in the 21st century.

In Hampton Roads, Amazon will find the assets and space to build and grow:

- **A region well-equipped to cultivate the workforce of the future that a company of Amazon's caliber requires.** At the state level, Virginia has the No.1 highest concentration of tech talent in the country and the nation's No.1 public higher education system. In Hampton Roads, we are an engine for tech talent with a 40% surplus through our eight leading universities, including William & Mary, Old Dominion University, and Hampton University (the third-best historically black college or university in the U.S.), as well as four community colleges and five major technical schools. Additionally, our large military presence offers a pool of 211,000 competent veterans ready to join the civilian workforce.
- **An attractive quality of life that will ensure Amazon's ability to attract and retain talent.** Home to the fastest-growing millennial population of any U.S. metro area, we are a young and vibrant community. With limitless opportunities to experience art, culture, and recreation, thousands of bars and restaurants, and outdoor activities ranging from golf to surfing, there is something for everyone in Hampton Roads. Diverse choices of lifestyle can all be found within a short drive, from urban or waterfront apartments to rural farms. As one of the Mid-Atlantic's leading vacation destinations, we have a unique allure, both nationally and globally.
- **The physical and digital global gateway for Virginia.** Hampton Roads is a globally connected transit hub that offers unparalleled connectivity. We are home to the highest-capacity (160 terabits data/second) transatlantic cables in the U.S., and our world-class port ranks in the top five in North America. The Port of Virginia continues to be a main driver of infrastructure investment and economic development in the region and stands ready to further strengthen Amazon's digital and logistics operations.
- **An affordable and attractive place to do business.** Virginia is consistently ranked as one of the best states for doing business. In Hampton Roads, the low cost of doing business (91% of U.S. average) is estimated to save Amazon up to \$9B over 10 years.
- **A region, with Virginia, ready to partner with Amazon to support your future growth.** Virginia has a proven record in effective governance, and our region has consistently demonstrated its ability to cooperate on shared goals. Hampton Roads and Virginia pledge to make investments in the key components that will support Amazon's growth and ambitions. We will commit to a partnership proposal that includes investments in talent recruitment and training, transportation infrastructure, and regulatory experimentation. Virginia is home to some of the most influential government partners and regulators, and we want to be Amazon's home as you enter the next chapter of growth and success.

We offer a full working partnership and an enabling, low-cost business climate to meet your needs and deliver results. Our innovative region will collaborate with you to think big and to test and implement the technological solutions that will drive Amazon and Hampton Roads forward.



Confidential

Talent	9
A Rich Talent Pool	10
A Strong Veteran Pipeline	16
A Magnet for Talent	18
Hampton Roads is Well-Positioned to Take Advantage of the Region's Top Schools	20
Building Amazon's Workforce of the Future—K-12 STEM	23
Commitment to Grow Hampton Roads' Talent	24
Livability	27
Rich History	28
Low Cost of Living	30
A Home for Everyone	32
An Inclusive Environment	38
Playing in Hampton Roads	40
Business Climate	49
Affordability	50
Ease of Doing Business	52
Sustainability	54
Stable Government Partners	58
Corporate and Government Footprint	60
Partnership on Innovation	64
Room to Grow with Amazon	66

Table of Contents

Connectivity	69
Digital Connectivity	70
Local Transit and Commutes	74
Road Connectivity	80
Sea Connectivity	82
Air Connectivity	86
Rail Connectivity	88
Properties	91
Fort Monroe	95
The Point at Harbour View	117
Virginia Beach Town Center	137
Partnership Proposal	157
Appendices	189
Letters of Support	191
End Notes	211



Talent

Hampton Roads is home to a strong labor pool, drawing from Virginia's nationally-leading higher education system. Our region delivers a pipeline of world-class talent for companies today and for industries of the future, complemented by a large military workforce.

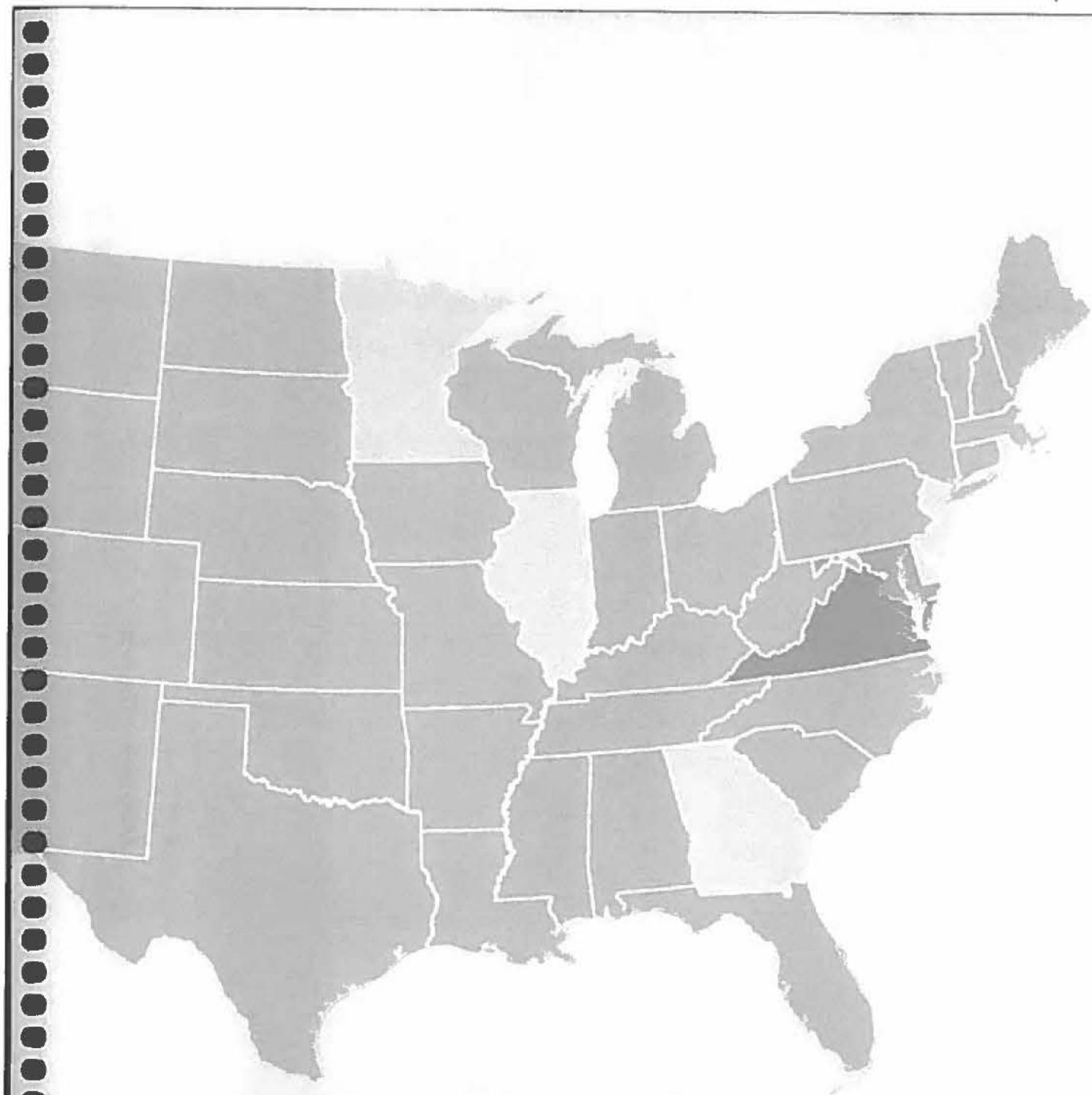


A Rich Talent Pool

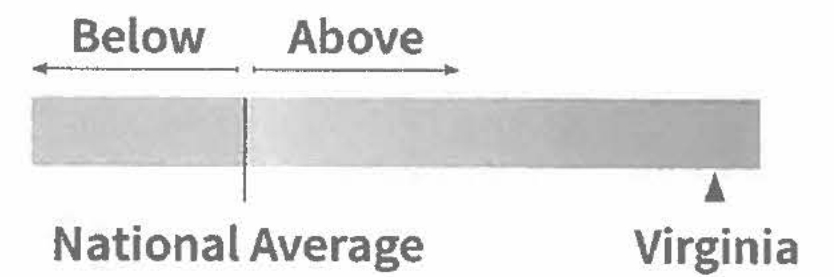
Virginia has the country's highest concentration of technology talent, driven by a large pool of experienced workers and a robust pipeline of new graduates from local and regional universities. Virginia is a world-class center for the technology industry, and our infrastructure and vibrant professional class make the Commonwealth a prime location for HQ2.

Virginia offers a high supply of labor in key areas like software development, management, and legal professions: ~35k software developers, ~40k accountants and auditors, ~36k legal professionals, and ~170k people in management roles. Virginia's colleges and universities produce over 3,500 bachelor's degrees or higher computer science (CS) graduates every year, 15,000 management graduates, 1,600 legal graduates, and 2,000 accounting graduates. CS graduation rates in Virginia are also increasing two times faster than the U.S. average. In fact, last year, more than 31% of degrees awarded by Virginia colleges were STEM-H degrees.





Concentration of Tech Workers

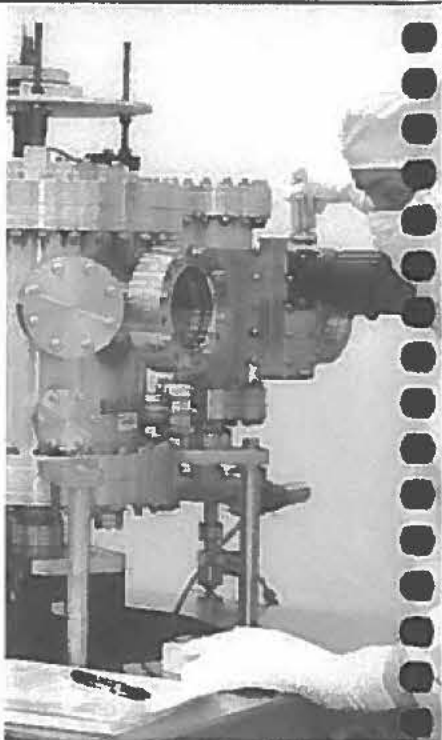
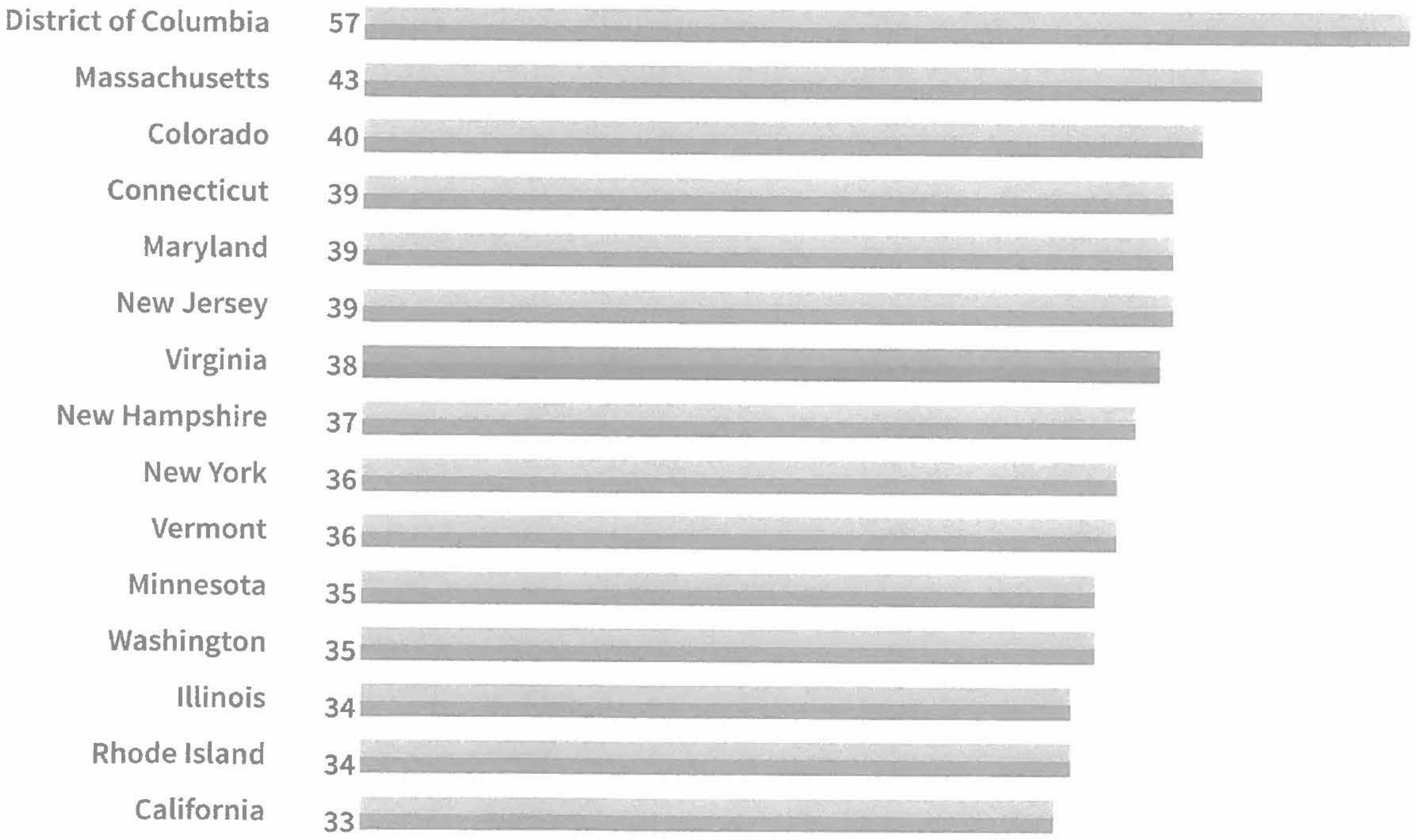


Source: Bureau of Labor Statistics, Occupational Employment Statistics, 2016



Educational Attainment in Virginia is No.7 in the Country

% 25-64 Yr-Olds with Bachelor's Degree or Higher





"Virginia Tech can be a great partner for Amazon. With a top-15 ranked engineering and computer science program that stands fourth in the nation in undergraduate degrees awarded, and a commitment to enrollment growth, we can contribute a robust talent base that aligns with Amazon's core values and greatest needs. Top technology firms that hire our graduates tell us they hit the ground running with the expertise, work ethic, team orientation, and grit necessary to succeed. Our leading research programs in cyber security, transportation, autonomous systems, and data analytics are use-inspired and aimed at rapid integration into the commercial sector. Our state wide presence supports regional innovation ecosystems and provides our industry partners with strategic leverage and expertise. We would enthusiastically welcome the opportunity to work with one of the world's most innovative companies here in the great Commonwealth of Virginia."

Timothy Sands

President, Virginia Tech



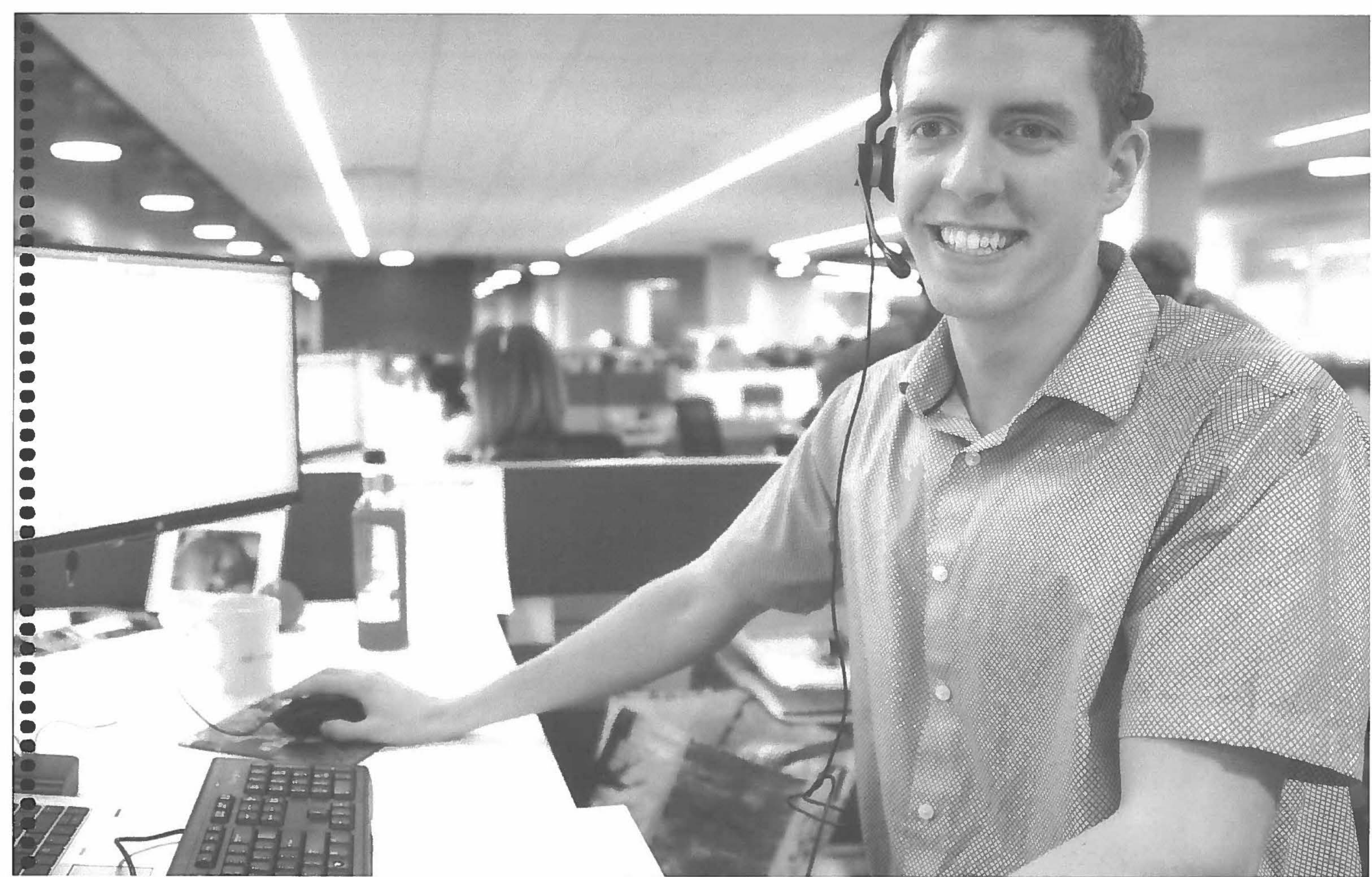
In Hampton Roads, we boast a highly educated population that continues to grow. We are home to a substantial, experienced labor pool, with 22,000 tech professionals, 26,000 managers, 6,000 accountants, and 4,000 legal professionals. The local talent pipeline is robust, with 45 colleges and universities, including nationally-ranked William & Mary, Hampton University, Old Dominion University, and a joint campus of University of Virginia and Virginia Tech. Each year, there are 800 bachelor's level or higher computer science graduates, 2,200 management graduates, 350 legal graduates, and 300 accounting graduates from the region's schools. Student attainment in the region is improving, with total completions increasing by 6% per year between 2010 and 2015. In particular, technology and management completions have accelerated, increasing by 8% and 7% per year, respectively. In fact, over the last five years, residents of Hampton Roads have earned a total of 21,403 STEM-H degrees from universities around the country¹.

"MAXIMUS has a rich heritage in Virginia. We were founded in the Commonwealth more than 40 years ago, and today it is home to our global corporate headquarters. When we searched for a location for our new customer support center, the City of Hampton and Hampton Roads region was a natural fit due to its robust pool of qualified candidates."

Richard A. Montoni
CEO, Maximus

¹ For a full list of universities and community colleges with relevant degrees and the number of students graduating with those degrees over the last three years, please see the Appendix available in the document download on HamptonRoads.AmznHQ2.com.








A Strong Veteran Pipeline

Virginia is proud to be home to the fourth-largest veteran workforce in the country, with 476,000 veterans. The world's largest naval base and the highest concentration of U.S. military commands outside the Pentagon (NATO, U.S. Joint Forces, Marine, Air Combat, Navy Warfare and Development) are in Hampton Roads, and nearly half of those veterans currently reside in the region, comprising 17% of the local population. In 2015, 13,000 service members transitioned to civilian life within Virginia, and 60% of them chose Hampton Roads. Of those, 600 transitioned into roles directly relevant to Amazon's talent needs, with 530 moving into computer science-oriented occupations, from software development to information security. Training and job-matching programs focused on transitioning service members and veterans, such as Virginia Values Veterans, will help Amazon fill its commitment to 25,000 veterans and military spouses over the next five years.

Hampton Roads has nine military installations, including three joint-base complexes that span multiple locations, bringing the total number of military bases to 15.





"Virginia is home to one of the largest veteran populations and boasts more veterans per capita in our labor force than in any other state in America. We each have the responsibility to serve these veterans just as they have served us, and I'm proud that we've been able to do that effectively through the Virginia Values Veterans program. This is a true public-private partnership that has a proven track record in encouraging companies to hire and retain skilled veteran leaders in our civilian workforce. By continuing our focus on creating economic opportunities for veterans and their families, we will remain the best state in the nation for veterans and their families."

Governor Terry McAuliffe

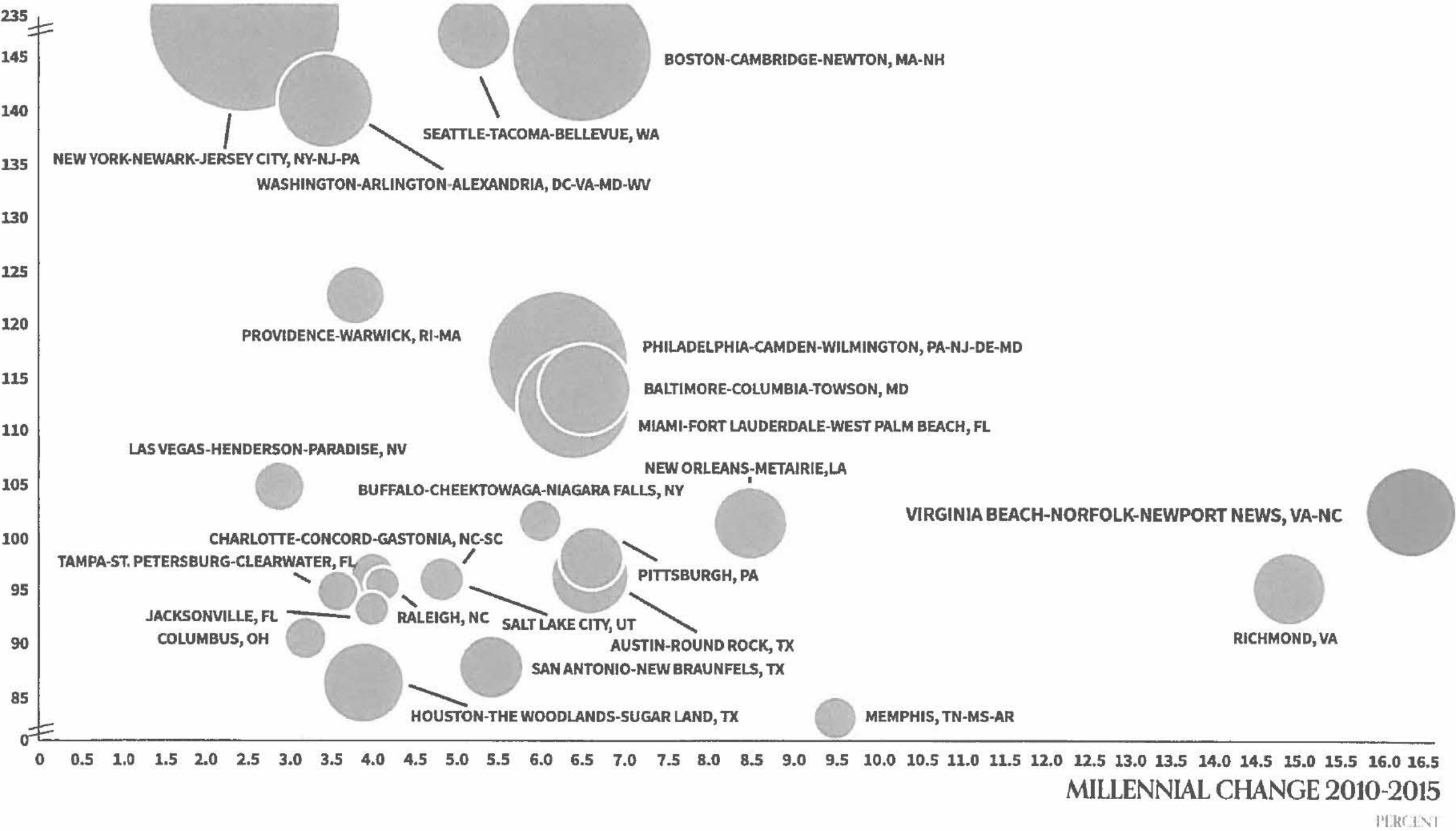


A Magnet for Talent

Hampton Roads is home to the fastest-growing population of millennials in the U.S. and has a powerful allure to attract the workforce of the future that Amazon requires for its second headquarters. The region is an engine of talent for the entire state, and Amazon can capture this capacity in the labor market. In addition to the local and regional institutions of education, there are 575 colleges and universities within a five-hour drive of Hampton Roads, offering 161 computer science programs, 192 business programs, 49 legal programs, and 118 accounting programs. These schools produce more than 85,000 graduates in fields relevant to Amazon each year, with nearly 14,000 computer science degrees.

THE FASTEST-GROWING METRO AREAS FOR MILLENNIALS TEND TO BE IN LOW-COST REGIONS LIKE HAMPTON ROADS

COST OF LIVING
INDEX





Hampton Roads is well-positioned to take advantage of the region's top schools

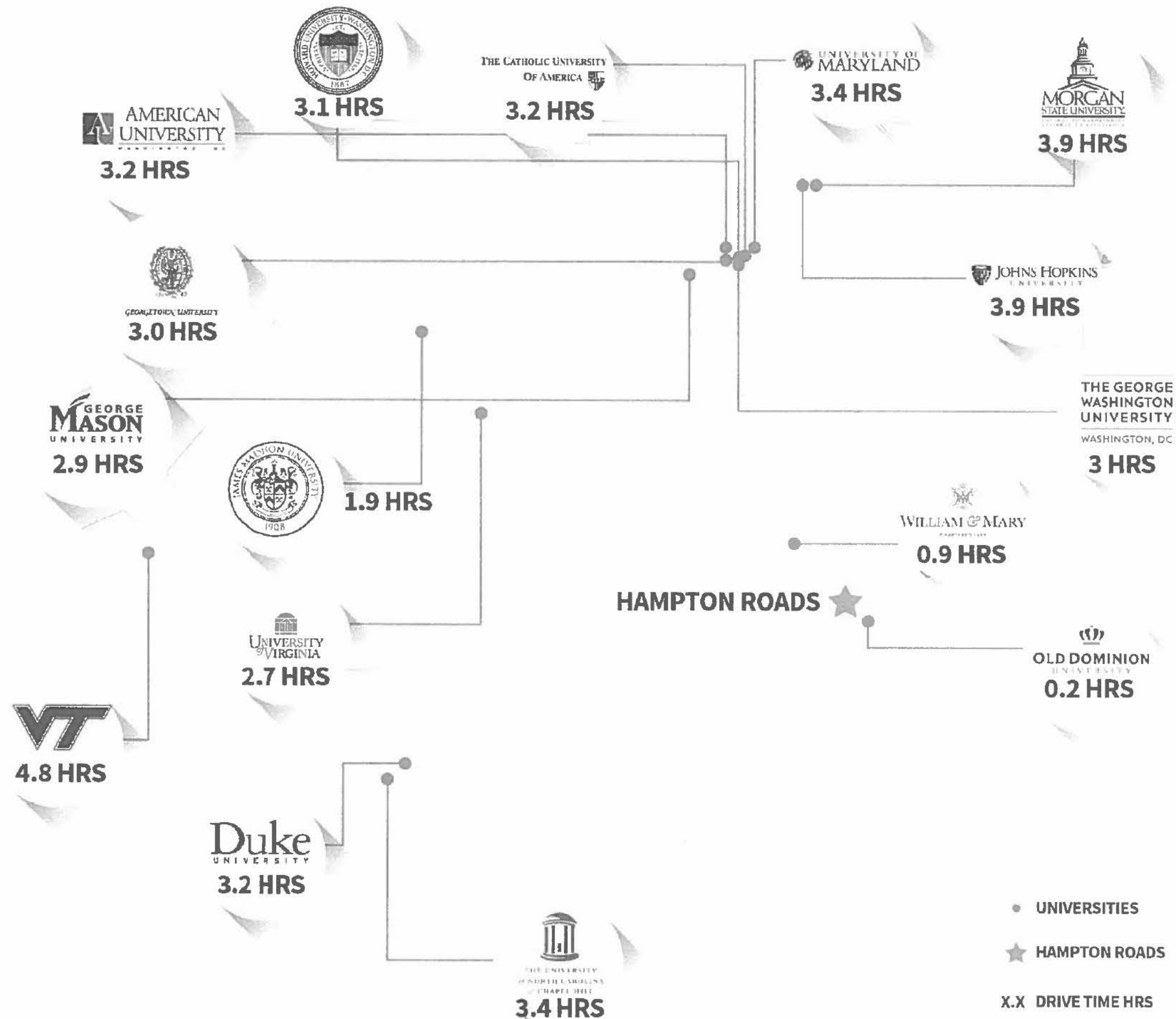
Virginia has a world-class post-secondary education system that will provide Amazon a stable talent pipeline for years to come. With the No.1 public university system in the country, Virginia is home to two of the country's top six public universities (University of Virginia and William & Mary) ranked by U.S. News & World Report, representing the only state in the U.S. other than California to have two schools ranked in the top 15. About 580,000 students are enrolled in post-secondary programs in Virginia (10th-highest in the country), and that number is growing at the eighth-fastest rate in the U.S. (6.1% between 2009 and 2014). Virginia's cohesive approach to public governance of universities ensures that Amazon can pursue a long-term, innovative talent strategy in partnership with education institutions across the state.

Virginia's strong history of educational performance is rooted in Hampton Roads. The region's William & Mary is the second-oldest institution of higher education in the United States and was ranked the No.3 best public business school by the Princeton Review. Hampton University is the third-highest rated historically black college or university. Sixty percent of Virginia's students choose to stay in state after graduation, and this retention rate demonstrates citizens' fierce loyalty to the state.

"We are working in schools across Virginia to bring coding and computer science into schools at the community college and university level."

Brad Smith

President & CLO, Microsoft Corporation



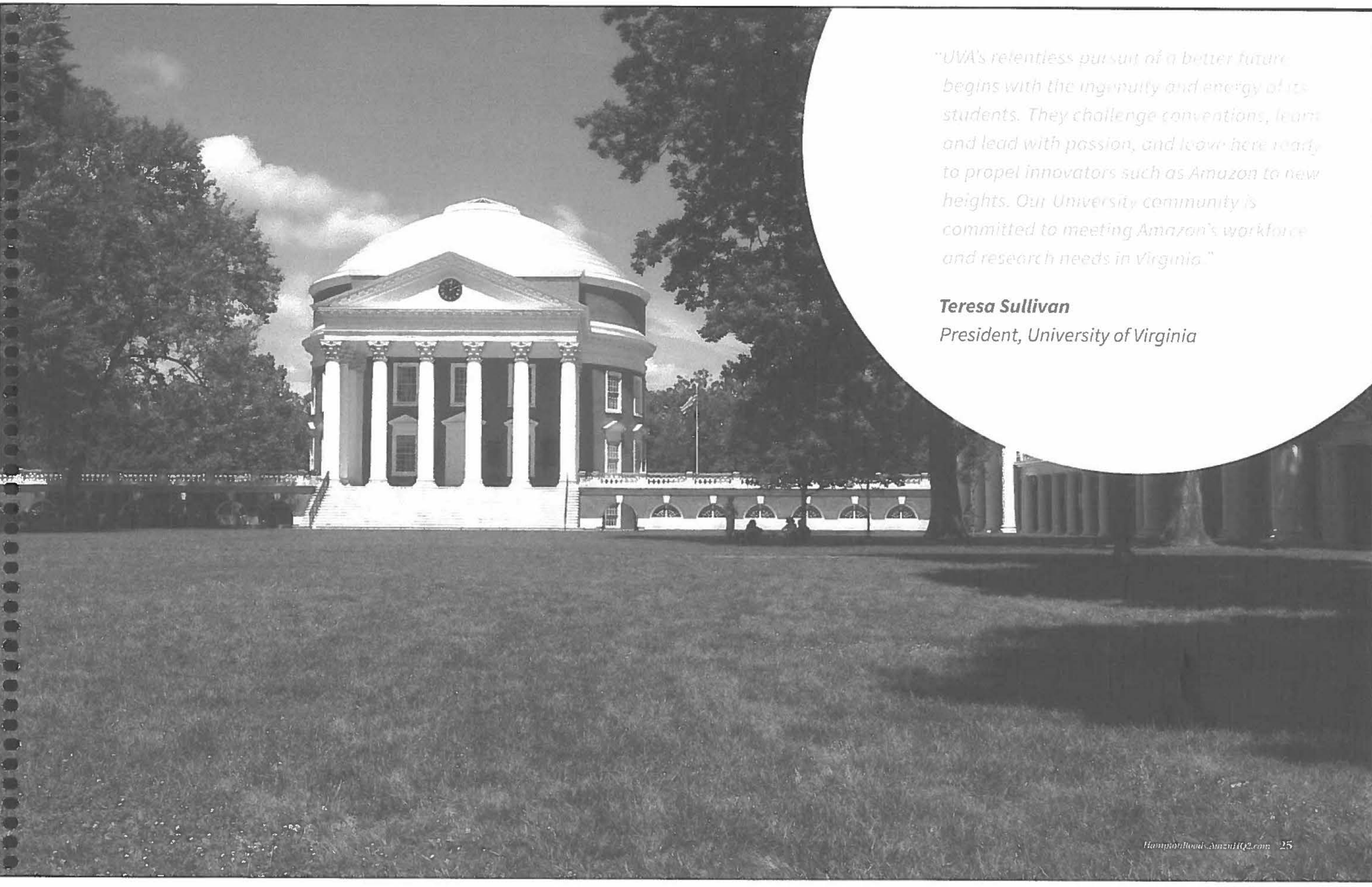




Building Amazon's Workforce of the Future—K-12 STEM

In Virginia, STEM education programs are a K-12 priority at the state and local levels, a commitment that lays the groundwork to provide a stable talent pipeline in industries of the future. Virginia has made CS education in K-12 a core part of the curriculum statewide through legislation, allocating funding for rigorous computer science professional development and course support. All secondary schools offer computer science and computational thinking (including computer coding) and have clear certification pathways for computer science teachers. The computer science credits earned apply towards diploma and credit requirements as science course credits, mathematics course credits, or career and technical education credits. In 2016, through the training of teachers by CodeVA, over 21,000 students across Virginia received CS education. Because of that, Virginia ranks fourth nationwide in the percentage of students who have passed an AP STEM exam.

Hampton Roads is an important contributor to Virginia's success, boasting high-quality local schools that are on the cutting edge of STEM education. Regional educators are offering capstone robotics, maker, and cybersecurity courses, and there are 14 International Baccalaureate (IB) programs throughout the metro area. The top middle school in Virginia is located in Hampton Roads (Kemps Landing Magnet School), and ~20% of the top Virginia schools are located in the broader Hampton Roads area. Hampton City Schools were ranked No.1 in the nation for technology use.



"UVA's relentless pursuit of a better future begins with the ingenuity and energy of its students. They challenge conventions, learn and lead with passion, and leave here ready to propel innovators such as Amazon to new heights. Our University community is committed to meeting Amazon's workforce and research needs in Virginia."

Teresa Sullivan

President, University of Virginia



Livability

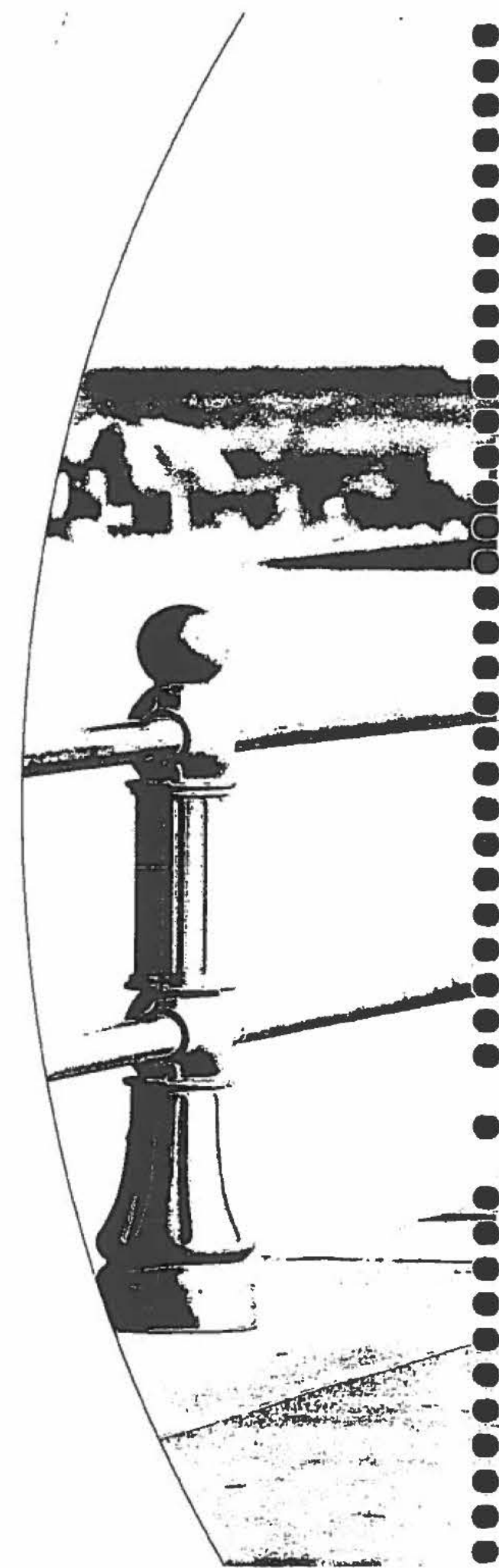
Hampton Roads is an inclusive, historic region that boasts 2,600 miles of shoreline, a rich quality of life, and a very low cost of living. In fact, Hampton Roads is one of the best places to raise a family in America, according to WalletHub in 2017.

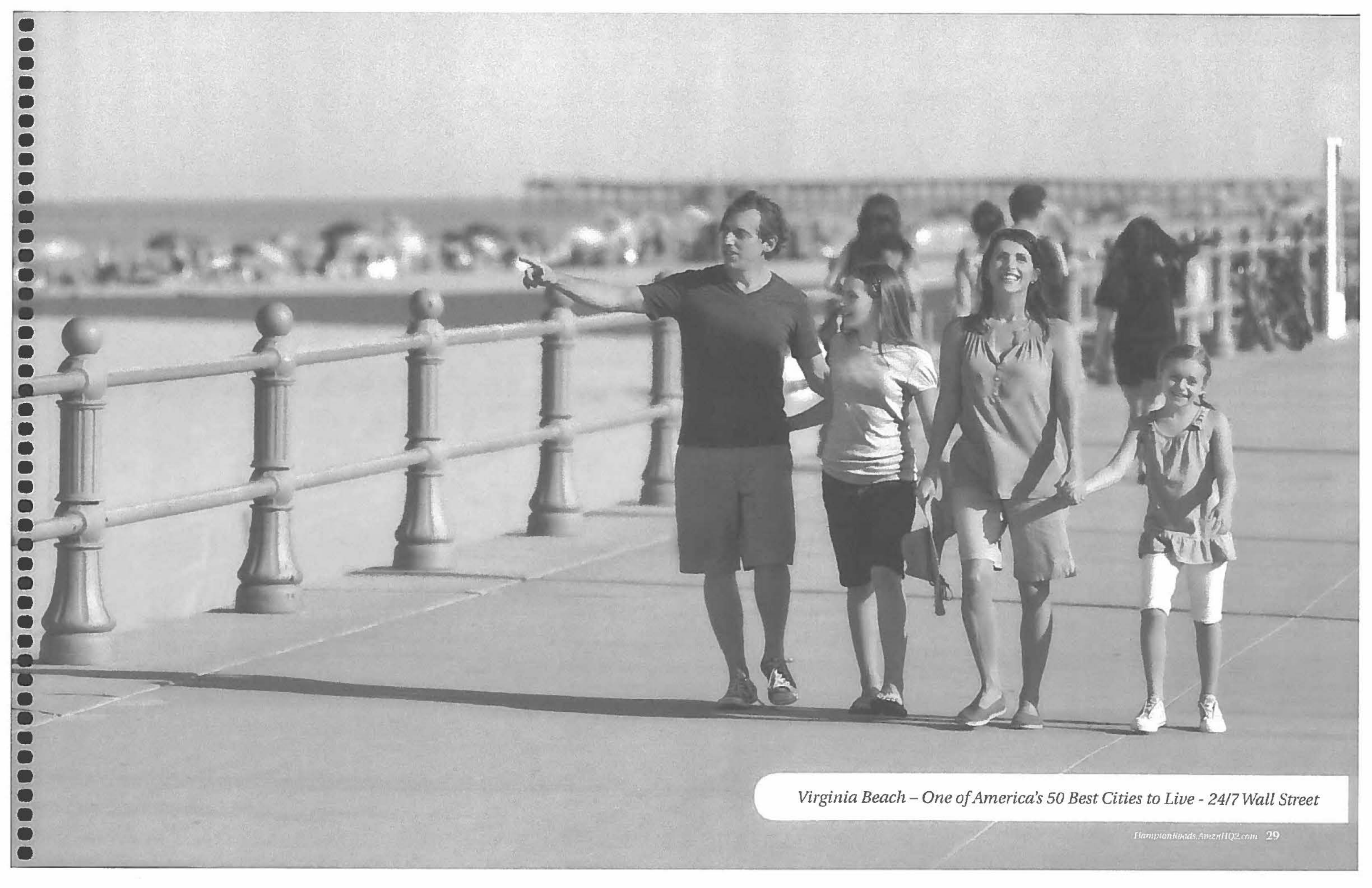


Rich History

Hampton Roads has a rich history of firsts and is home to some of the country's most historic sites, including Virginia's Historic Triangle (Williamsburg, Jamestown, and Yorktown).

- The first English settlers disembarked on Cape Henry in Hampton Roads in 1607, and the final battle for U.S. independence was in Yorktown.
- The region has a legacy of commitment to excellent and accessible education. The first free public schools were founded here in 1634 and 1659, respectively, and William & Mary is the second-oldest university in the country.
- Hampton Roads has always been at the forefront of technology and engineering. The first NASA center was in Hampton Roads; the Hampton Roads Bridge-Tunnel was the first such structure in the world; the first flight from shipboard occurred in Hampton Roads in 1910; the first Project Mercury astronauts trained here in 1960; and we are home to the oldest U.S. shipyard (Norfolk Naval Shipyard).





Virginia Beach – One of America's 50 Best Cities to Live - 24/7 Wall Street



Low Cost of Living

Hampton Roads combines a low cost of living with a high quality of life. The region's cost of living index at 99 is 2/3 that of Seattle at 147, and is low compared to the cost of living in other competitive cities. According to WalletHub, Virginia provides the fifth-best ROI on taxes paid, with low taxes and high-quality education, healthcare, and other services.

Virginia Beach-Norfolk-Newport News VA-NC Metro
Hampton Roads-SE Virginia, VA



Seattle-Bellevue-Everett WA Metro
Seattle, WA



Steak



Dozen Eggs



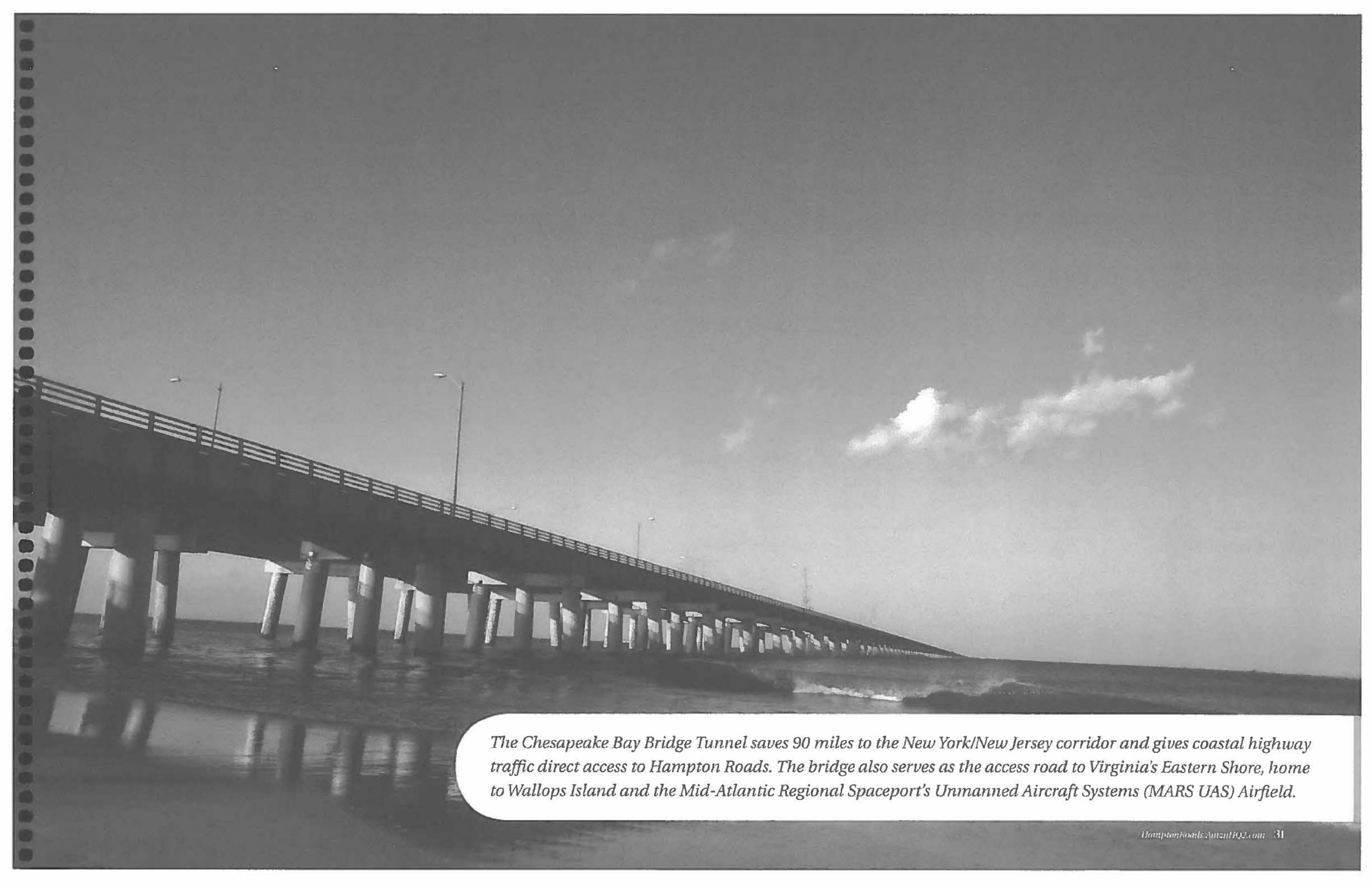
Apt. Rent



Doctor



Wine



The Chesapeake Bay Bridge Tunnel saves 90 miles to the New York/New Jersey corridor and gives coastal highway traffic direct access to Hampton Roads. The bridge also serves as the access road to Virginia's Eastern Shore, home to Wallops Island and the Mid-Atlantic Regional Spaceport's Unmanned Aircraft Systems (MARS UAS) Airfield.



A Home for Everyone

In the diverse Hampton Roads area, all types of Amazonians will find the home and lifestyle that suits their needs, including urban apartments, horse farms, rural communities, suburban, family-friendly communities, and oceanfront condos. The assortment of housing options across the region will give employees an array of choices. There are approximately 140,000 urban households, 450,000 suburban households, 62,000 rural households, and everything else in between. These opportunities are a fraction of the cost of comparable markets. Of the more than 2.2 million units of housing located within a half-mile of the ocean, 80% are valued under \$500,000, and 55% cost less than \$300,000.







Across the different Hampton Roads communities, Amazonians will find low-cost housing options that match their preferences, all located in a diverse set of neighborhoods, including coastal areas, historic cities, and suburban or rural towns.

These hypothetical profiles are intended to reflect the diversity of Amazon's workforce. From a race/ethnicity perspective, they were randomly assigned to illustrate the variety of housing options that HQ2 employees might consider.



Age: 23
Family: Single
Pets: Cat and dog
Salary: \$106k
Interests:
Whiskey bars
Online dating

Rohan

Software Development Engineer I

Rohan chose to live in downtown Norfolk. He looked for a hip neighborhood with energy, restaurants and good commute times to work. He also considered: Virginia Beach.



Age: 37
Family: Married,
Robert, 2 children
Salary: \$175k
Interests:
Peloton cycling
Non-profit Board

Jackie

Corporate Counsel

Jackie chose to live in Virginia Beach, VA. She was looking for a home with a top school district and a community of cultural leaders. She also considered: Suffolk.



Age: 44
Family: Married,
partner Jeff, 3 kids
Salary: \$161k
Interests:
Culinary arts
VA wineries

Omar

Senior Technical Project Manager

Omar chose to live in Suffolk, VA. He was looking for a home with great schools, some space for the kids and a comfortable feel. He also considered: Smithfield, Isle of Wight.



Age: 31
Family: Single
1 child
Salary: \$65k
Interests:
US Navy veteran
Local music

Kay

Executive Assistant

Kay chose to live in Chesapeake, VA. She was searching for the best value possible with top schools. She also considered: Newport News.



Age: 29
Family: Married, Pete
Salary: \$122k
Interests:
Videogames
Hiking

Melissa

Software Development Engineer II

Melissa chose to live in Virginia Beach. She was looking for an upscale, comfortable, and connected home. She also considered: downtown Norfolk.

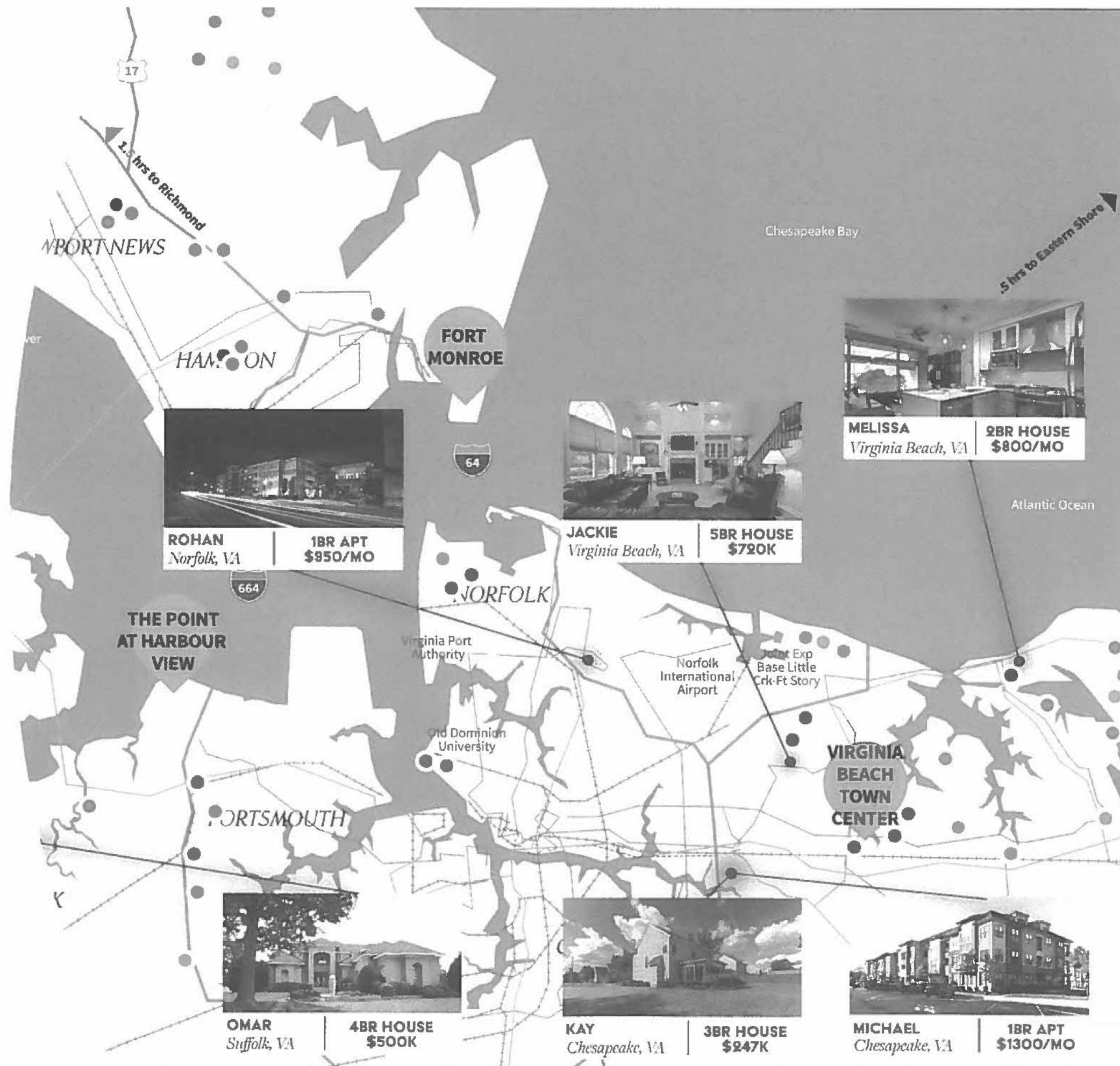


Age: 28
Family: Girlfriend,
Annie
Pets: Dog
Salary: \$80k
Interests:
Craft beer
Georgia football

Michael

Financial Analyst

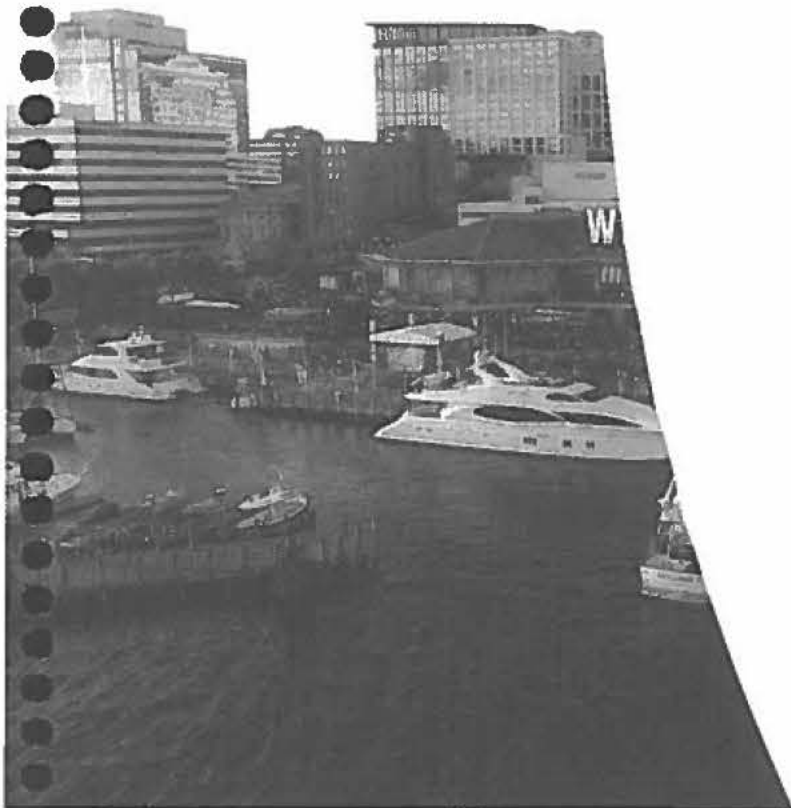
Michael chose to live in Chesapeake, VA. He was looking for a home that helped him escape and relax without blowing the budget. He also considered: Virginia Beach.





The region has low crime, great education, and accessible healthcare, demonstrating local governments' commitment to providing world-class amenities while keeping taxes and cost of living low.

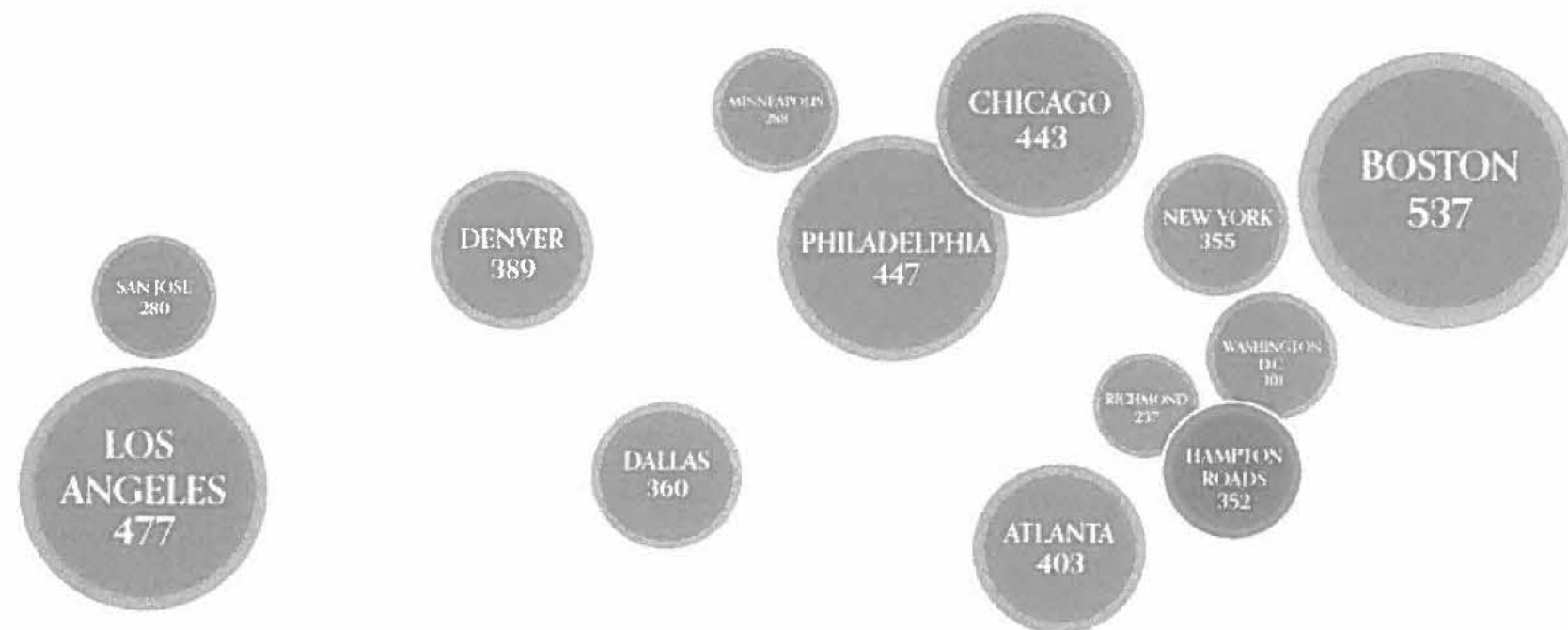
- *Crime:* Hampton Roads was named No.3 safest metro area in America by SafeWise in 2017, and violent crime continues to fall, with a 30% decrease over the last 10 years. As a state, Virginia also has the third-lowest rate of violent crime and 10th-lowest rate of property crime.
- *Education:* Hampton Roads offers exemplary public education in an exceptional state. Kemps Landing Middle School is the top-ranked middle school in the state, and Hampton Roads is home to 17 of Virginia's top 100 elementary schools, 19 of its top 100 middle schools, and 24 of its top 100 high schools. Connectivity plays a critical role in the education of the region's youth. Each comprehensive high school and middle school has distance learning labs and online courses available during the school year and summer school. The Academies of Hampton program is rolling out wall-to-wall career academies throughout the school system.
- *Healthcare:* Hampton Roads has a robust network of 26 hospitals, with more than 5,000 beds available that are located within a 25-minute drive of 99% of the region's population. Sentara Norfolk is one of America's top 25 heart hospitals, and Children's Hospital of The King's Daughters is a nationally-recognized leader in children's health. Eastern Virginia Medical School is the site of some of the world's most advanced research in diabetes care and in-vitro fertilization. The City of Hampton is home to Hampton University's Proton Therapy Institute, the largest free-standing facility in the country, and Sentara Careplex, an advanced facility featuring the area's first dedicated orthopedic hospital.



HAMPTON ROADS HAS A LOW CRIME RATE RELATIVE TO MANY LARGER CITIES

VIOLENT CRIME RATES

RATE PER 100,000 RESIDENTS, 2016



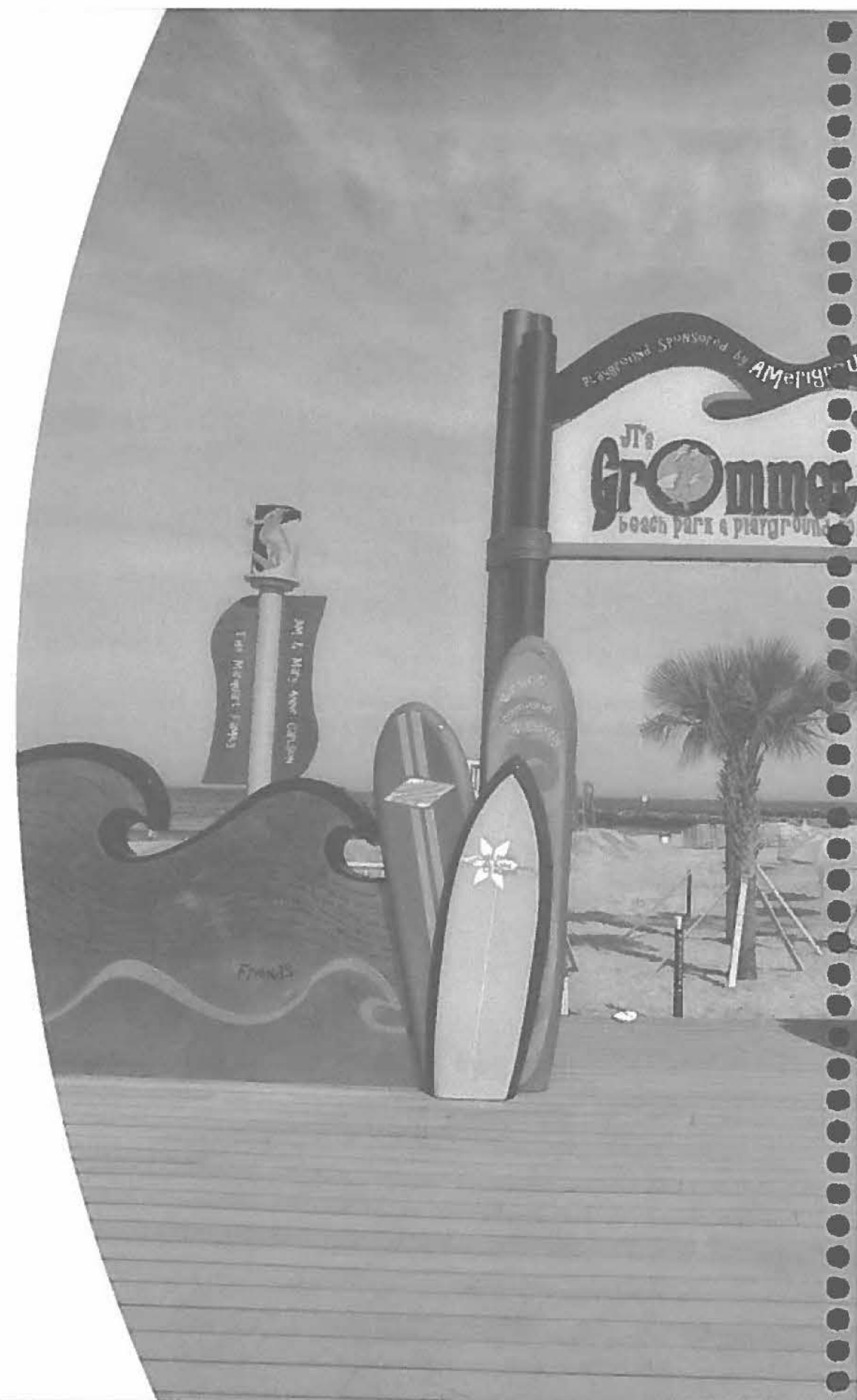
SOURCE: FBI UNIFORM CRIME STATISTICS



An Inclusive Environment

Hampton Roads is a vibrant and inclusive community, with a history of local diversity and an internationally-diverse population. The region is more diverse than many competitive cities, with a 40% nonwhite population, and is home to some of the nation's best historically black universities. In fact, Virginia is ranked the ninth-best state for black entrepreneurs. As home to North America's only NATO Command, Hampton Roads welcomes professionals from around the world. Our low-income inequality—with a Gini coefficient of 0.44 compared to the U.S. average of 0.48—also fosters a more inclusive economy.

Our region prides itself as a melting pot of national and international diversity, providing a warm and welcoming community for all.

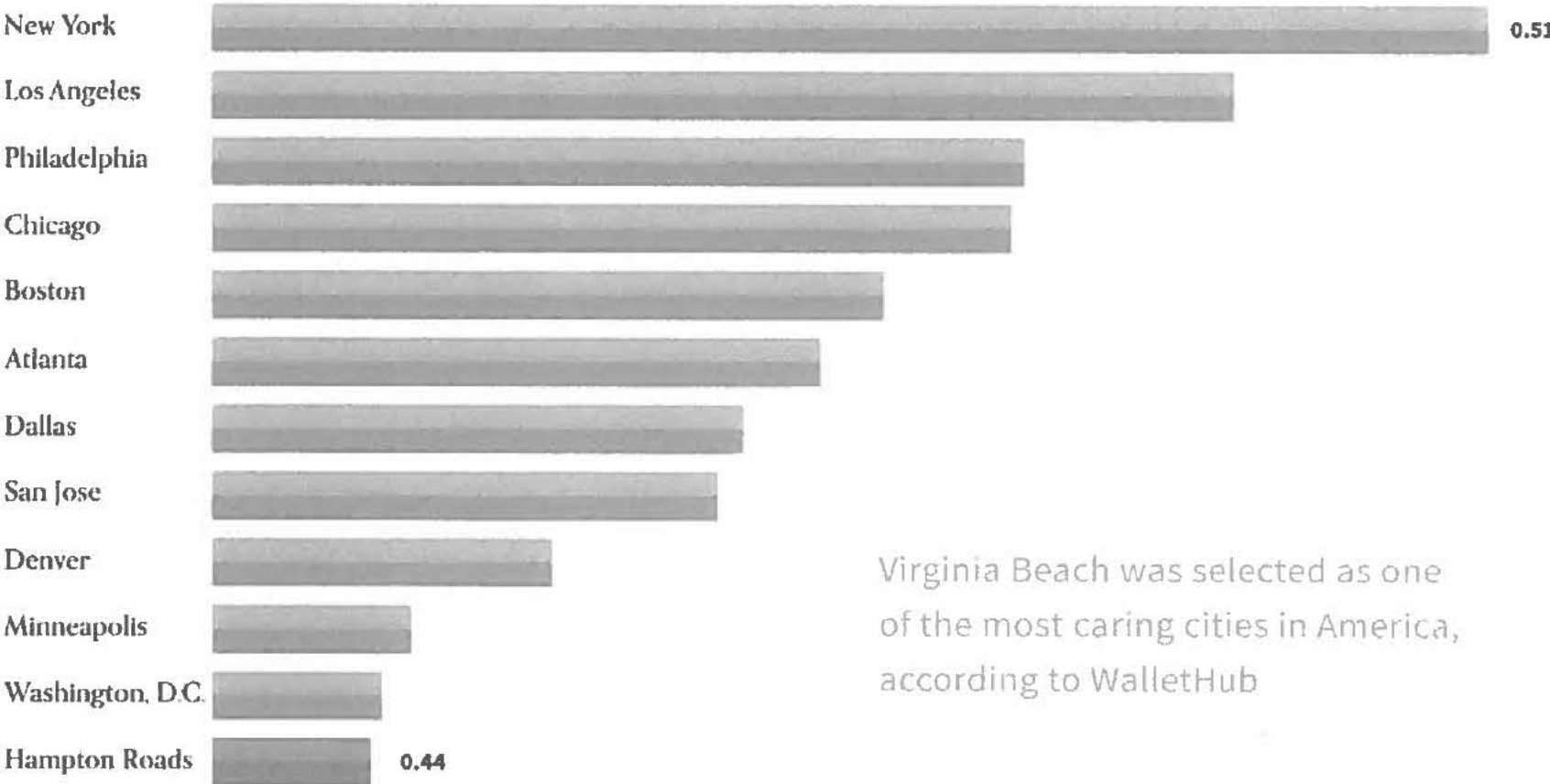




HAMPTON ROADS HAS LOWER INCOME INEQUALITY THAN MOST PROMINENT U.S. CITIES

Gini Coefficients

1 = perfect inequality



Virginia Beach was selected as one of the most caring cities in America, according to WalletHub

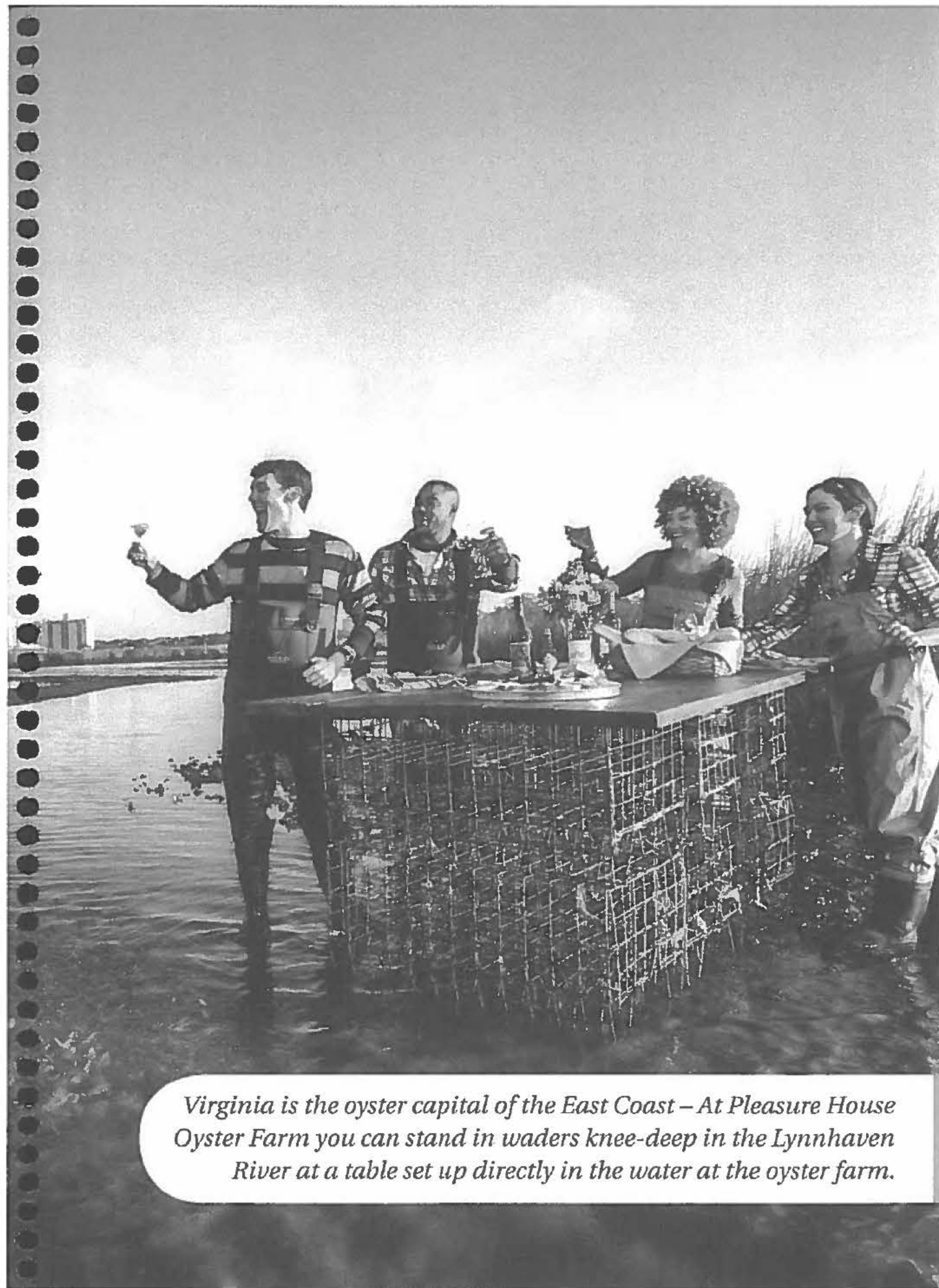
SOURCE: U.S. CENSUS - AMERICAN COMMUNITY SURVEY



Playing in Hampton Roads

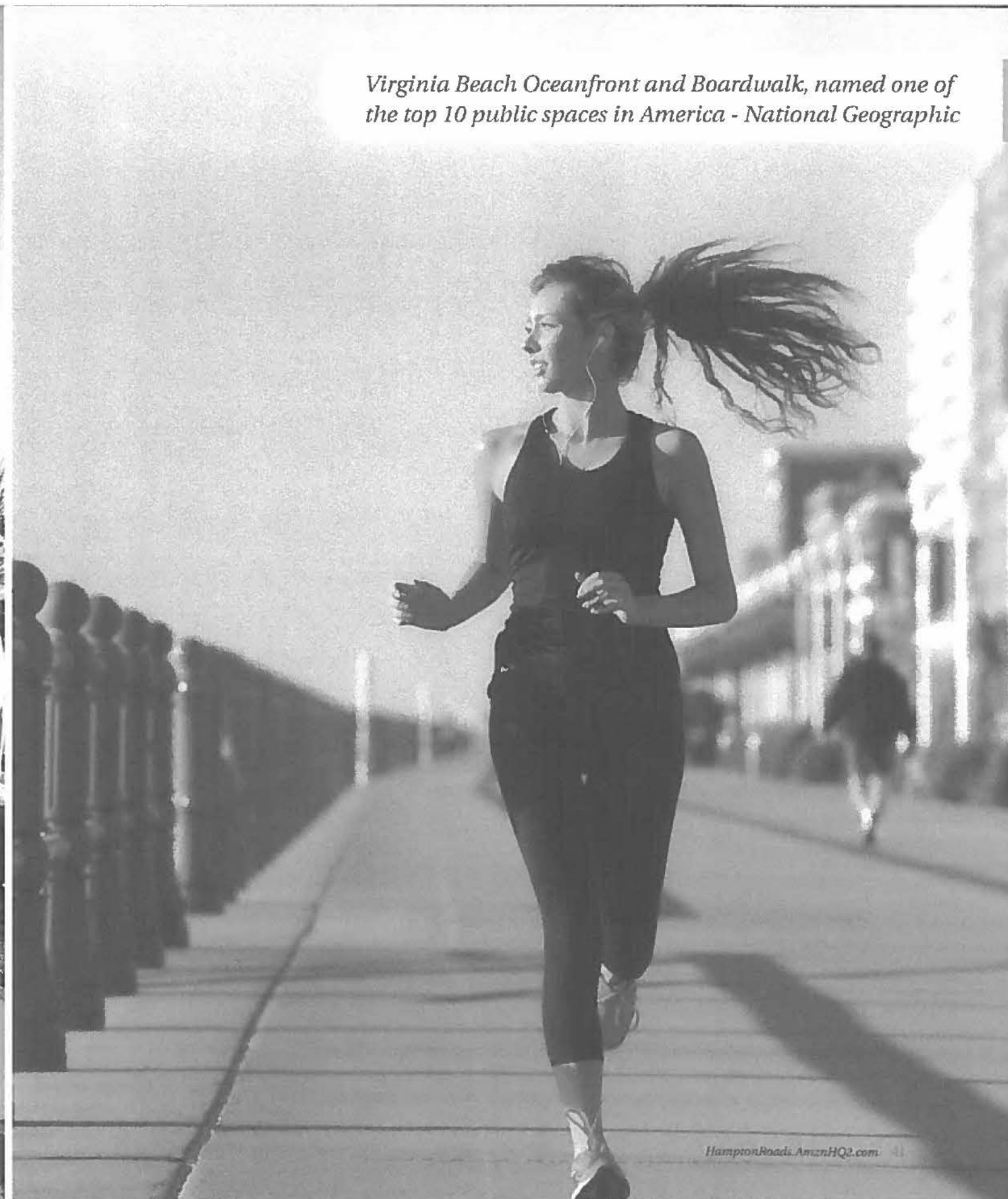
A region of sunshine, beaches, arts, and sports, Hampton Roads is the perfect place for Amazonians to live, work, and play. The water defines the region's sense of place, with over 2,600 miles of shoreline and outdoor activities like surfing, fishing, and boating for every weekend warrior. We have some of the most attractive beaches in the country and are committed to keeping our beaches open for everyone. Thanks to a group of dedicated and engaged community members, we have the first 100% accessible oceanfront park in America. JT's Grommet Island Beach Park and Playground for EveryBODY was designed to provide children of all ages and abilities physical accessibility not just TO the beach, but ON the beach, to enjoy it with no restrictions. The region offers more than 200 miles of dedicated bike and walking paths, in addition to trails in our 230+ parks. There are also 23 miles of unpaved paths in two state parks and a federal wildlife refuge. A comprehensive shared-use path plan has been approved and is currently being implemented. Golfers can enjoy more than 75 courses, with several championship greens to be experienced.





Virginia is the oyster capital of the East Coast – At Pleasure House Oyster Farm you can stand in waders knee-deep in the Lynnhaven River at a table set up directly in the water at the oyster farm.

Virginia Beach Oceanfront and Boardwalk, named one of the top 10 public spaces in America - National Geographic





Hampton Roads' location at the center of the East Coast makes it an ideal location to visit numerous cultural, historical, and entertainment destinations within easy driving range. Within a four-hour drive, you can take your family to King's Dominion theme park, satisfy your seafood craving at the Outer Banks Boil Company, watch a sports game at the Capital One Arena, or enjoy our cultural sites, historical towns, and recreational parks.



1

Kings Dominion – Doswell, VA



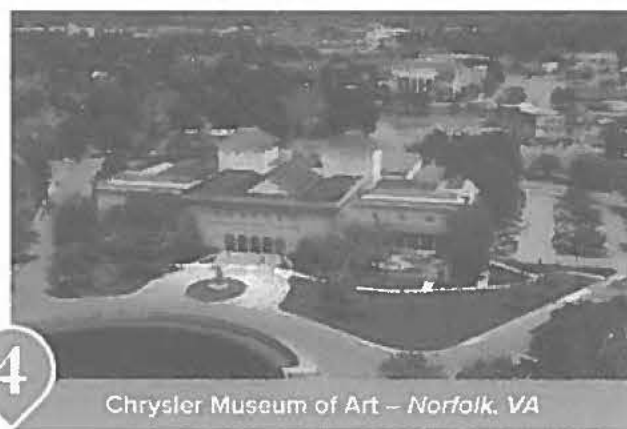
2

Outer Banks Boil Company – Corolla, NC



3

Baltimore Basilica – Baltimore, MD



4

Chrysler Museum of Art – Norfolk, VA



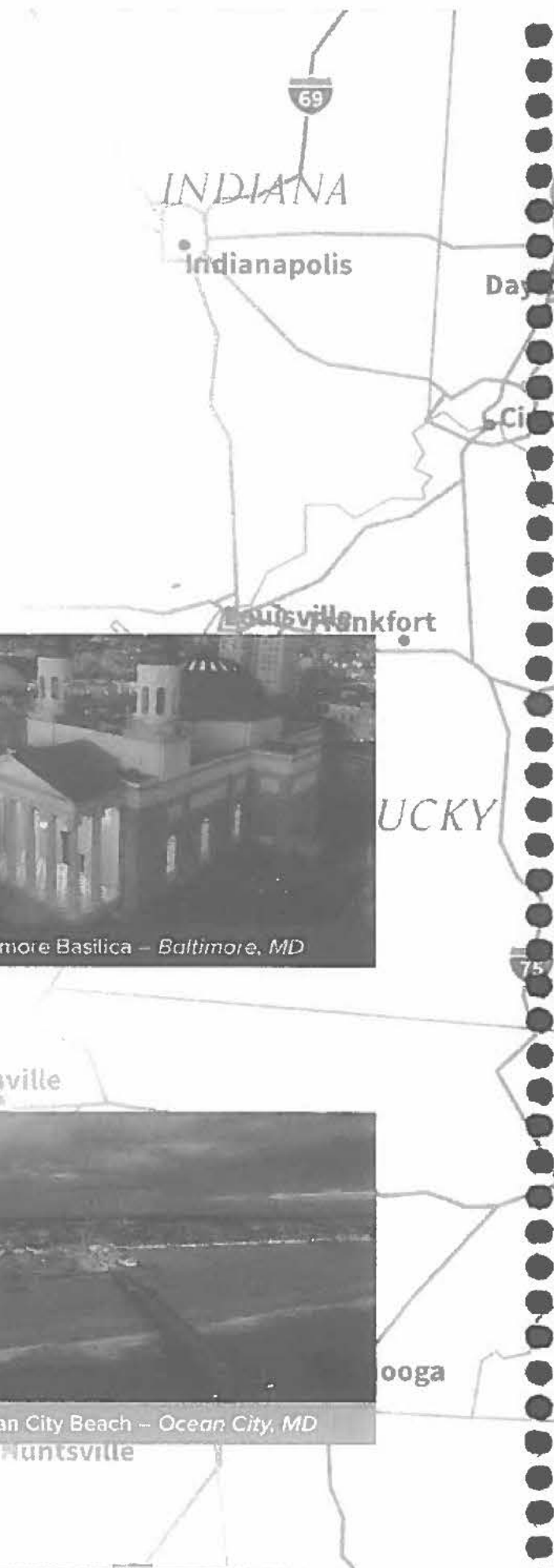
5

Dismal Swamp State Park – Camden County, NC



6

Ocean City Beach – Ocean City, MD





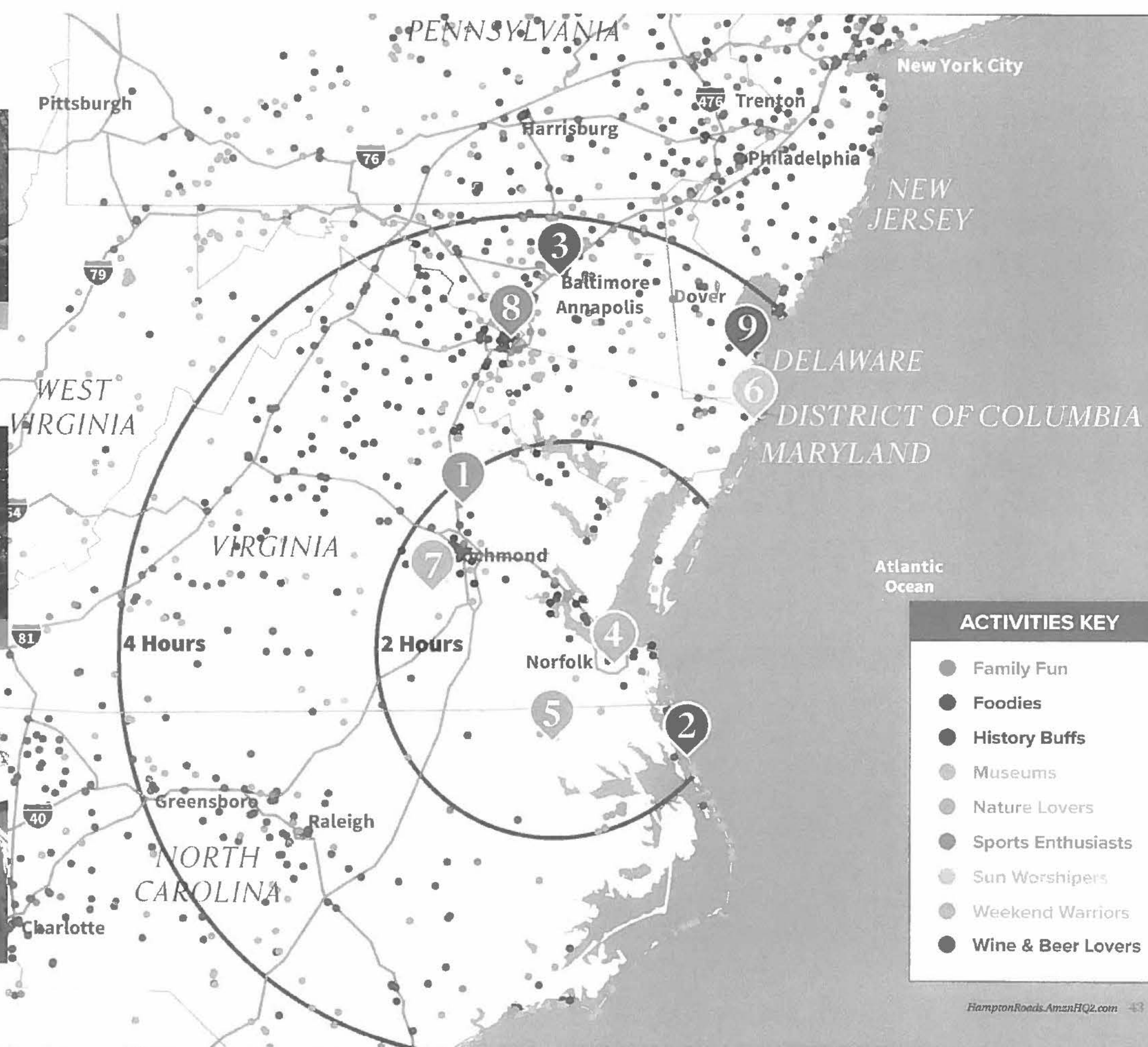
Pocahontas State Park – Chesterfield Cty, VA



Capital One Arena – Washington, D.C.



Dogfish Head Craft Brewery Inc. – Milton, DE



ACTIVITIES KEY

- Family Fun
- Foodies
- History Buffs
- Museums
- Nature Lovers
- Sports Enthusiasts
- Sun Worshipers
- Weekend Warriors
- Wine & Beer Lovers





Families can get away to theme parks within a 45-minute drive, like Busch Gardens Williamsburg and Water Country USA, and will enjoy cheering on local sports teams, such as the AAA Norfolk Tides, the Baltimore Orioles' farm team, and the Admirals hockey team. Newport News is home to more than 30 city parks, including Newport News Park, one of the largest municipal parks east of the Mississippi River, public boat ramps, championship golf courses, seasonal festivals, and an active recreation program that reaches all citizens. The Ferguson Center for the Arts at Christopher Newport University, with its annual star-studded performance calendar, is a major part of the urban revival that continues to take place in Newport News. Foodies will love the region's 4,000 restaurants and bars, including more than 25 craft breweries, and enjoy world-class global cuisine and local specialties unique to southeastern Virginia. Hampton Roads has a great ethnic dining scene, as well, with everything from Filipino and Turkish to Indian and Peruvian—but few things compare to the local seafood!

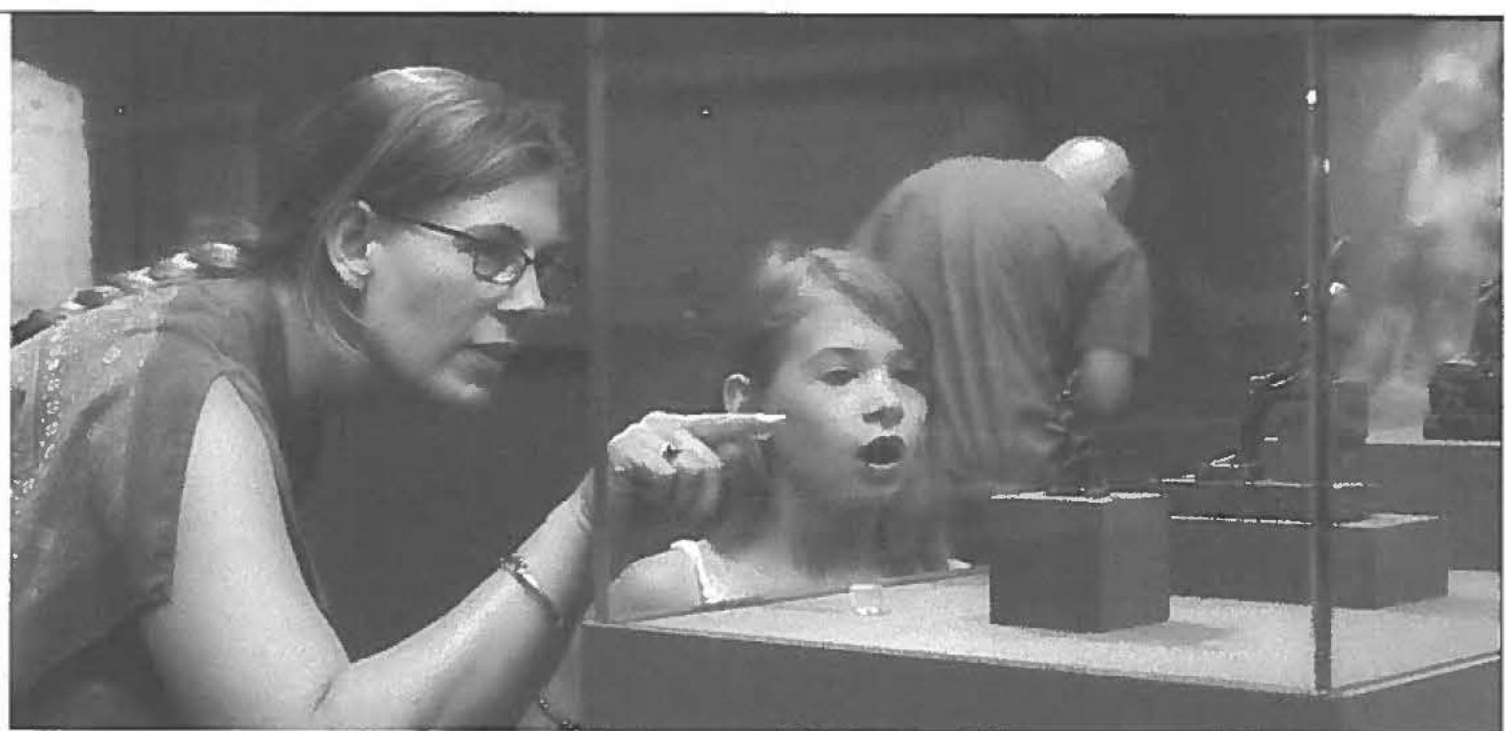


Virginia was recently named the Food Region of the Year by Esquire magazine



The region is also home to Virginia's symphony orchestra and contemporary art museum. Hampton Roads offers acclaimed concert venues, such as the Sandler Center for the Performing Arts, American Theatre, Hampton Coliseum, and Norfolk Scope Arena. The Veterans United Home Loans Amphitheater was recently revamped, seating 20,000 people and hosting national events. Scheduled for completion in summer 2018, this \$7.6M, privately-funded venue will also include a 100-seat studio theater and will open onto a second-level public plaza. Hampton Roads is home to the Virginia Sports Hall of Fame. Our concerts and festivals headline top musical talent from around the world, and we are proud to host events such as Patriotic Fest, PrideFest, and FilFest (for Filipino Americans) to celebrate the region's diverse citizens. The nonprofit arts and culture scene is a \$90M+ industry and supports ~2,900 full-time equivalent jobs annually.





The region is home to the nationally-acclaimed Chrysler Museum of Art, Virginia Opera, and the Virginia Arts Festival. Our 11 communities host an endless array of concerts, family-friendly festivals, and unique events.



Business Climate

The combination of Hampton Roads' low cost of doing business and Virginia's consistent ranking as a top business destination provides an ideal launch pad for Amazon's next chapter of growth. In Virginia, Amazon will find a long-term partner and catalyst for the company's advancement and innovation.



Affordability

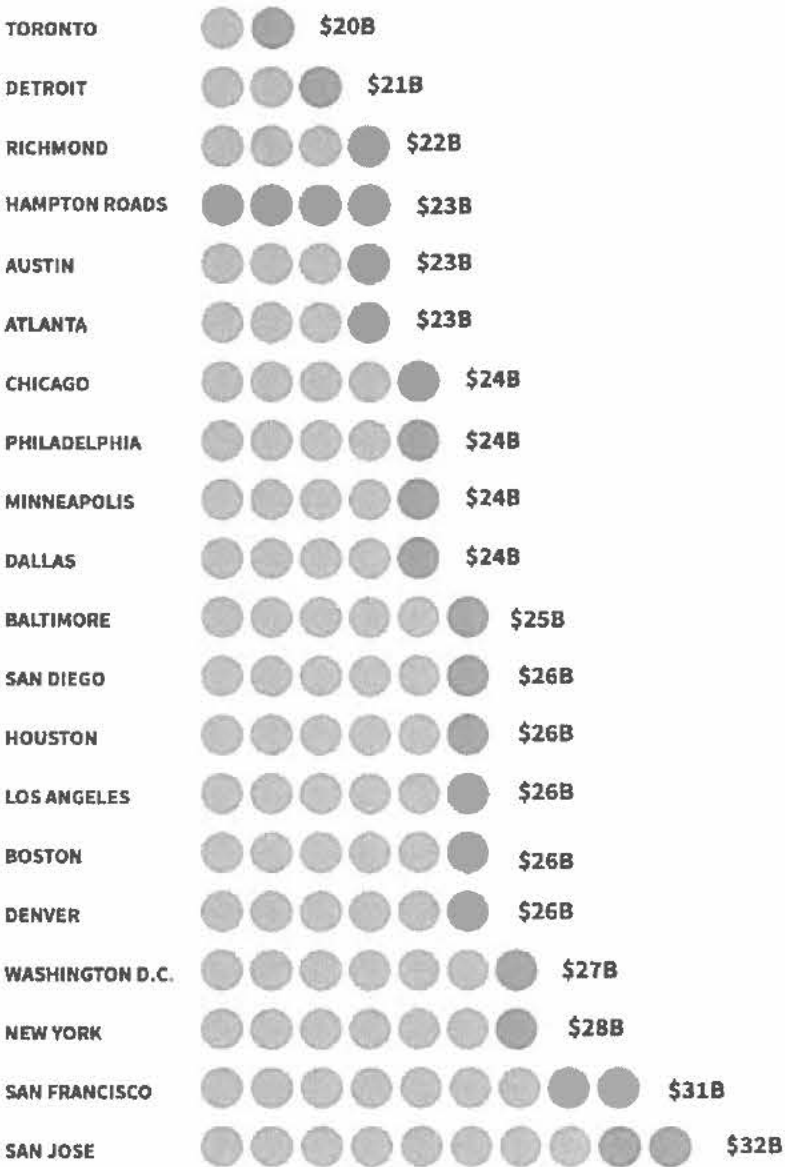
The cost of doing business in Hampton Roads is low, at 91% of the national average. This low cost is driven by utility costs at 81% of the U.S. average, taxes at 75% of the U.S. average, and office rent at 68% of the U.S. average. Wages are also more modest in the jobs Amazon most needs: software developers are typically salaried at \$103,000 (U.S. average of \$110,000), managers at \$114,000 (U.S. average of \$118,000), accountants at \$77,000 (U.S. average of \$77,000), and legal workers at \$77,000 (U.S. average of \$105,000).

This low cost can drive real savings for Amazon. In fact, total outlays for rent and labor over the first 10 years of HQ2 alone could be up to \$9B more in high-cost cities like San Jose and San Francisco.



HAMPTON ROADS IS \$9 BILLION MORE COST- EFFECTIVE OVER THE FIRST 10 YEARS THAN HIGHER-COST LOCALITIES SUCH AS SAN JOSE

10-YEAR COST OF RENT
AND LABOR, IN BILLION
USD



- 4% senior management
- 20% analyst
- 20% F/A staff
- 36% software/IT
- 20% support



SPACE REQUIREMENTS

2019	500,000 sq ft / 3,125 FTE
2027	8M sq ft /50,000 FTE

SOURCE: BLS, CUSHMAN AND WAKEFIELD



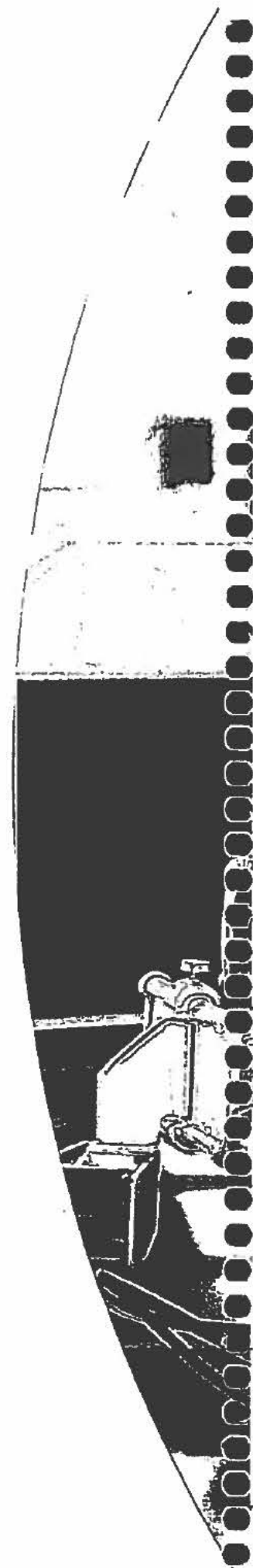
Ease of Doing Business

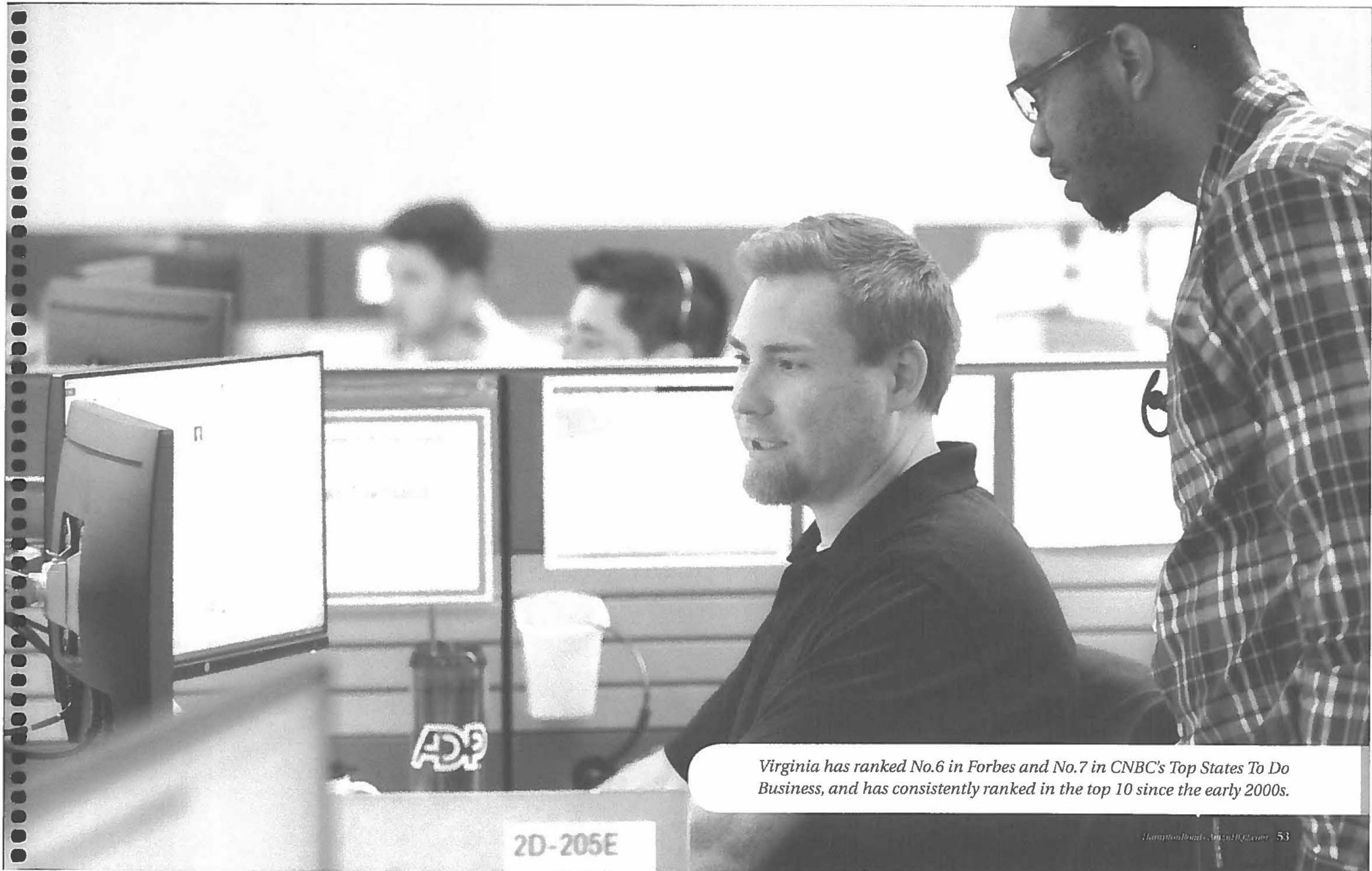
Virginia continues to be recognized nationally as a great place to do business because of its business-friendly tax and regulatory policies. Virginia places third in the Forbes 2016 Best States for Business rankings for best regulatory environment, including labor regulation, tax incentives, health insurance mandates, and occupational licensing, and No.6 for business-friendly regulatory environment in CNBC's rankings. The state ranks No.12 in the nation for corporate HQ taxes, according to the Tax Foundation, and has no local hiring quotas on businesses. Virginia's state government has also been lauded for its efficiency and stability. Finally, Virginia only has a single local tax authority, simplifying government engagement.

"We chose to locate a new facility in Norfolk because of the thriving business climate in the city and Commonwealth. We have the opportunity to attract a diverse workforce that will make significant contributions to ADP and add value to the client experience."

Debbie Dyson

*Vice President of Client Experience and
Continuous Improvement, ADP (March 2016)*





Virginia has ranked No.6 in Forbes and No.7 in CNBC's Top States To Do Business, and has consistently ranked in the top 10 since the early 2000s.



Sustainability

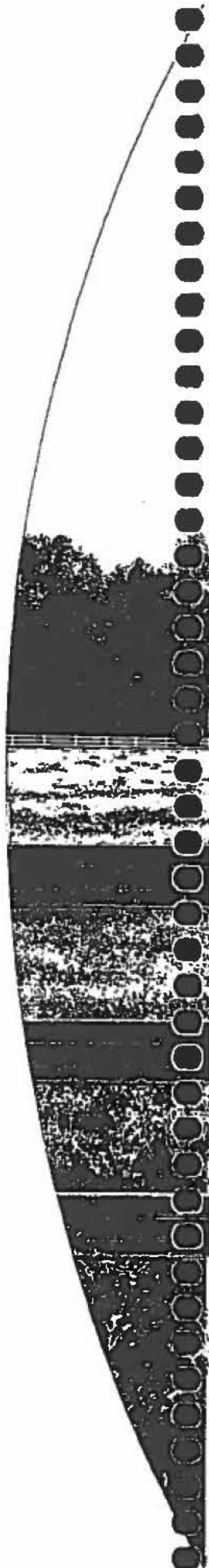
In Hampton Roads, Amazon can meet its sustainability goals as a green company. Virginia now ranks eighth in the 2016 USGBC's top states for LEED, with 18,444,309 certified gross square footage across the Commonwealth. The region has 77 ENERGY STAR-certified buildings and more than 35 LEED-certified buildings, including a 225,000-square-foot Clark Nexsen tower. The 500,000-square-foot Hampton Roads Convention Center was the first convention center in the U.S. to achieve LEED Gold certification for existing buildings.

Hampton Roads' communities are committed to sustainable development. Since 2008, Virginia Beach requires each new or renovated public building to achieve a LEED Silver rating, at a minimum. The region also adopted a policy on the procurement of goods and services that aims to minimize negative impacts on human health and the environment, resulting in the City of Virginia Beach ranking No.2 on the EPA's 2017 ENERGY STAR Top Mid-Size Cities list.

"Dominion is eager to work with Amazon as it builds HQ2. We commit today to partnering with you to ensure that all of the energy supplied to HQ2 is renewable, no matter where in the Dominion Energy's service territory you choose to locate."

Robert M. Blue

*Executive Vice President and President & CEO,
Power Delivery Group, Dominion Energy*







We are also seeking alternative energy as a target business sector and have been actively engaged with Dominion Energy since 2009 through the Alternative Energy Task Force. In June 2017, Dominion Energy announced a partnership with Danish company DONG Energy to build two 6-megawatt test wind turbines in waters off the coast of Hampton Roads. The turbines will be active in 2020 and are the first step in the development of a 2,135-acre offshore wind farm beginning in 2025. Another successful example of this partnership is our work with a Dutch company developing a 250-acre data center park. Working with the developers and Dominion Energy, a sustainability plan was created that minimizes the project's carbon footprint and takes advantage of various state and local programs to encourage green building practices.

Prior to this partnership, an existing Hampton Roads company, GTS, began small-scale local production of an electro-mechanical battery system in partnership with the region. The system achieves 94% energy storage efficiency and is scalable. We are actively working with GTS to identify ways to integrate its new technology into our overall sustainability program.

[REDACTED]



[REDACTED]

[REDACTED]

"We continue to pioneer state-of-the-art technologies that are in the forefront of regenerative medicine, touching hundreds of thousands of lives around the world. We are proud to have the support of the Commonwealth and the City in this strategic expansion, which will establish Virginia Beach as a bioscience leader."

Rony Thomas

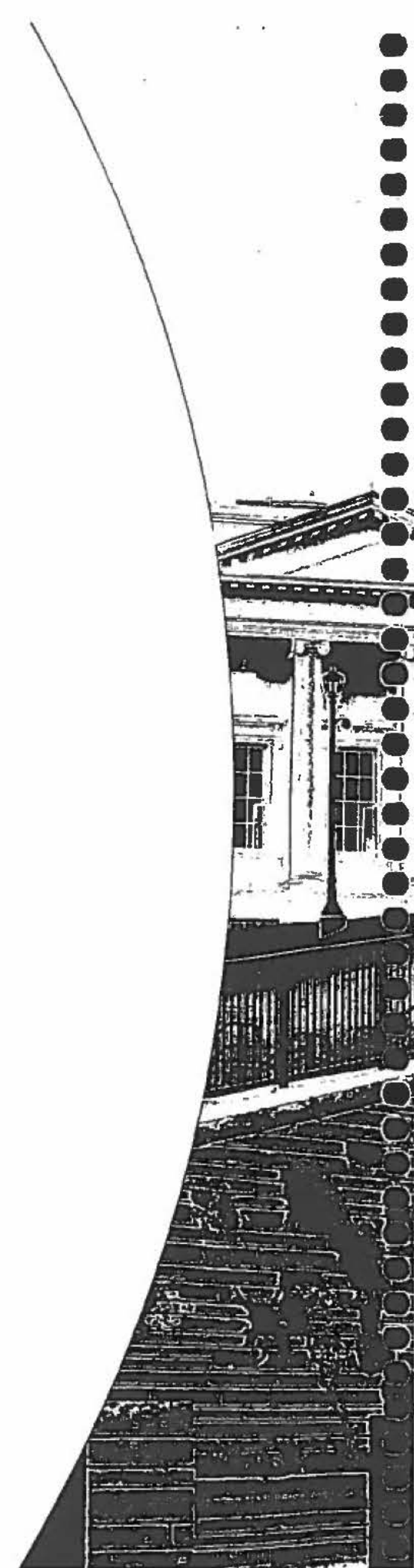
President and CEO, LifeNet Health (August 2017)

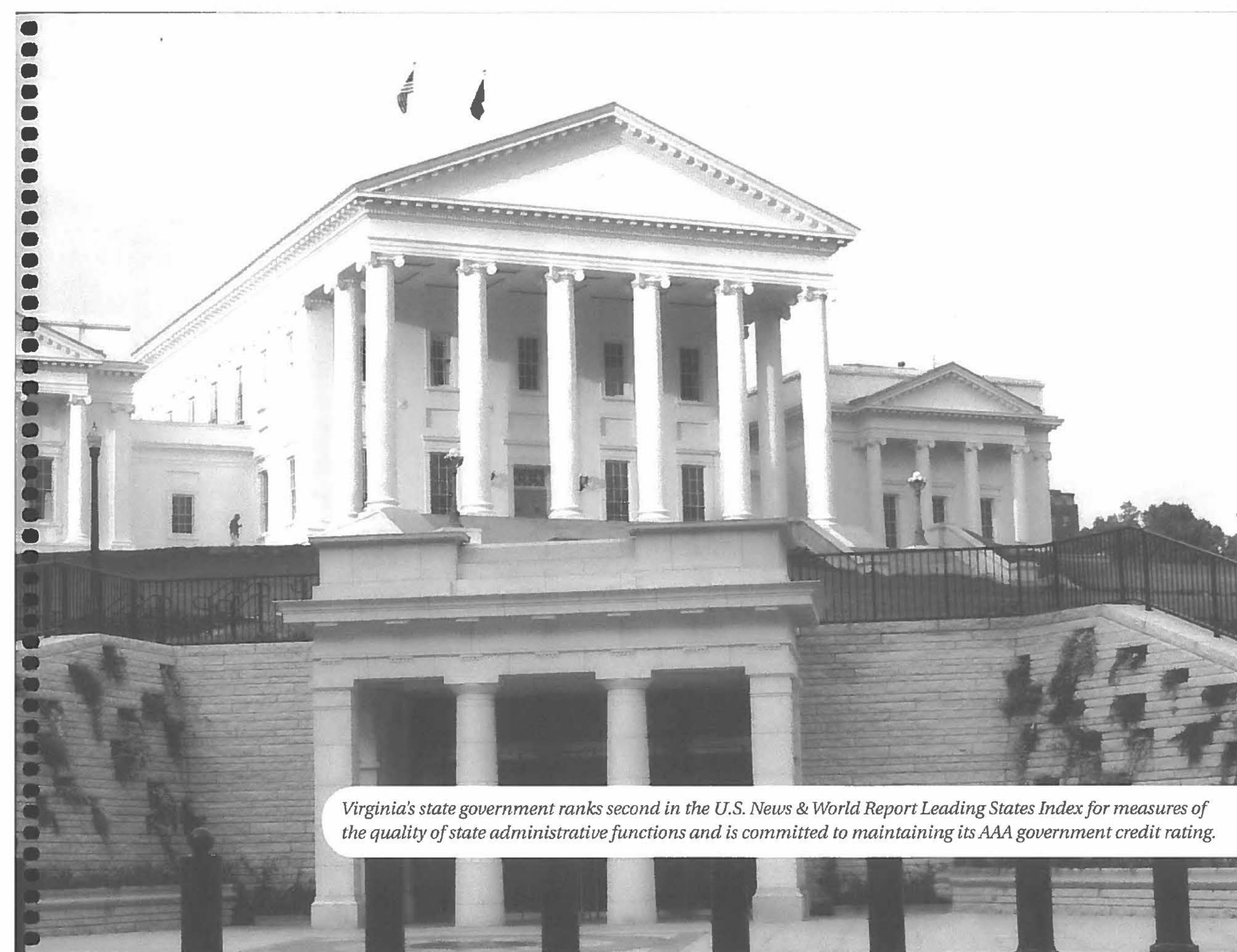


Stable Government Partners

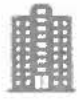
Regional and statewide leaders have provided a solid foundation of stable business stewardship and commitment to maintaining an affordable, business and environmentally-friendly climate, even amidst transitions in the state's political leadership. Hampton Roads' unique geography has required that local governments become adept at working together, sharing a spirit of cooperation and regional unity. We have successfully achieved collaborative regional solutions, such as the creation of the Hampton Roads Transportation Accountability Commission, which manages a \$200M fund of large transportation projects in the area.

Virginia's political stability is a critical asset for Amazon in its next phase of growth – even with an upcoming transition in the governorship of the Commonwealth. Amazon also has a clear and willing partner in the Virginia Economic Development Partnership (VEDP), which is insulated from political changes and can serve as the single point of contact to help Amazon navigate any legal, regulatory, or financial challenges as it grows in the state.





Virginia's state government ranks second in the U.S. News & World Report Leading States Index for measures of the quality of state administrative functions and is committed to maintaining its AAA government credit rating.



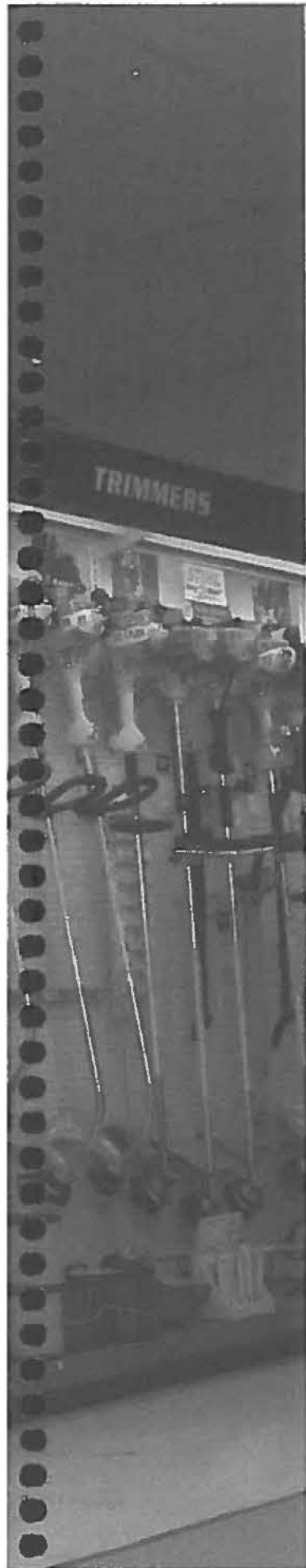
Corporate and Government Footprint

Virginia is already home to 65 corporate headquarters of firms that have an annual revenue of more than \$500M and 23 companies with sales over \$5B. This includes a significant base of Amazon's existing public and private sector partners and customers, including Capital One Financial, the Intelligence Community, and other federal agencies. A large portion of this corporate presence is also international, with more than 750 foreign companies located throughout Virginia.

Hampton Roads is home to several Fortune 500 companies, including Dollar Tree, Norfolk Southern, and Huntington Ingalls Industries, and more than 155 internationally-based firms from 26 countries. There are major global nonprofits, including LifeNet Health and Operation Smile, which bring in world-class technology and research talent to live and work in Hampton Roads.

Communities in Hampton Roads have experienced promising job growth in recent years. In fact, CNN Money named Suffolk No.9 on its annual list of "Where the Jobs Are," as part of its popular "Best Places to Live" ranking.





STIHL's only U.S. facility, located in Hampton Roads, boasts 1.6 million square feet of factory floor and employs over 2,100 people.



“Virginia is a great state to do business in, especially for Amazon, which is consistently changing the paradigm with its cutting-edge ventures. Combining Virginia’s well-educated workforce and entrepreneurial spirit with Amazon’s passion for discovery and innovation will provide unimagined benefits for both consumers and the Commonwealth.”

John Broderick

President, Old Dominion University

“Dollar Tree has seen tremendous growth over the past 30 years. We have grown from a small company to a leading retailer with more than 14,000 retail stores across North America. To facilitate our continued growth, we are investing in the expansion of our corporate facilities. Chesapeake will be our center of growth for services shared across the entire corporation.”

Bob Sasser

CEO, Dollar Tree (August 2016)



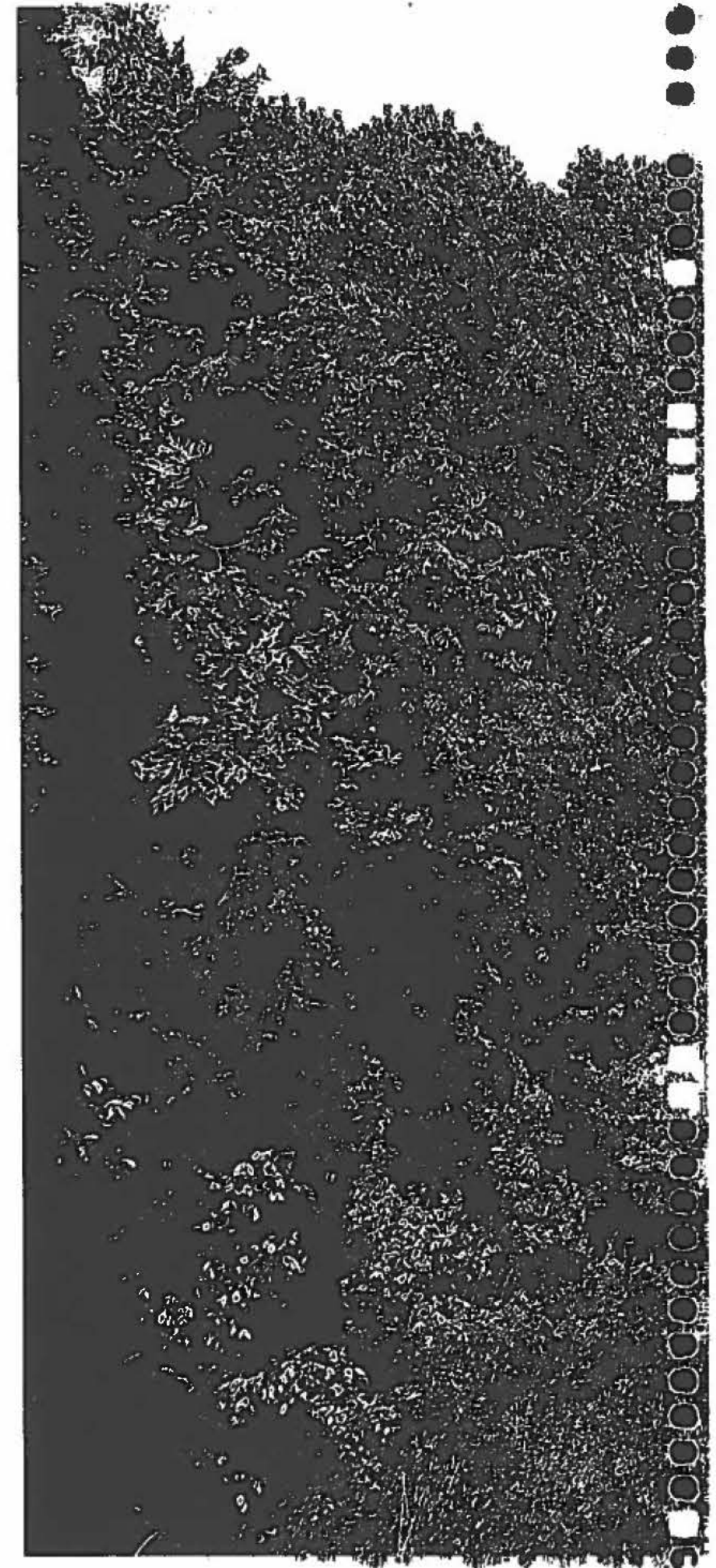


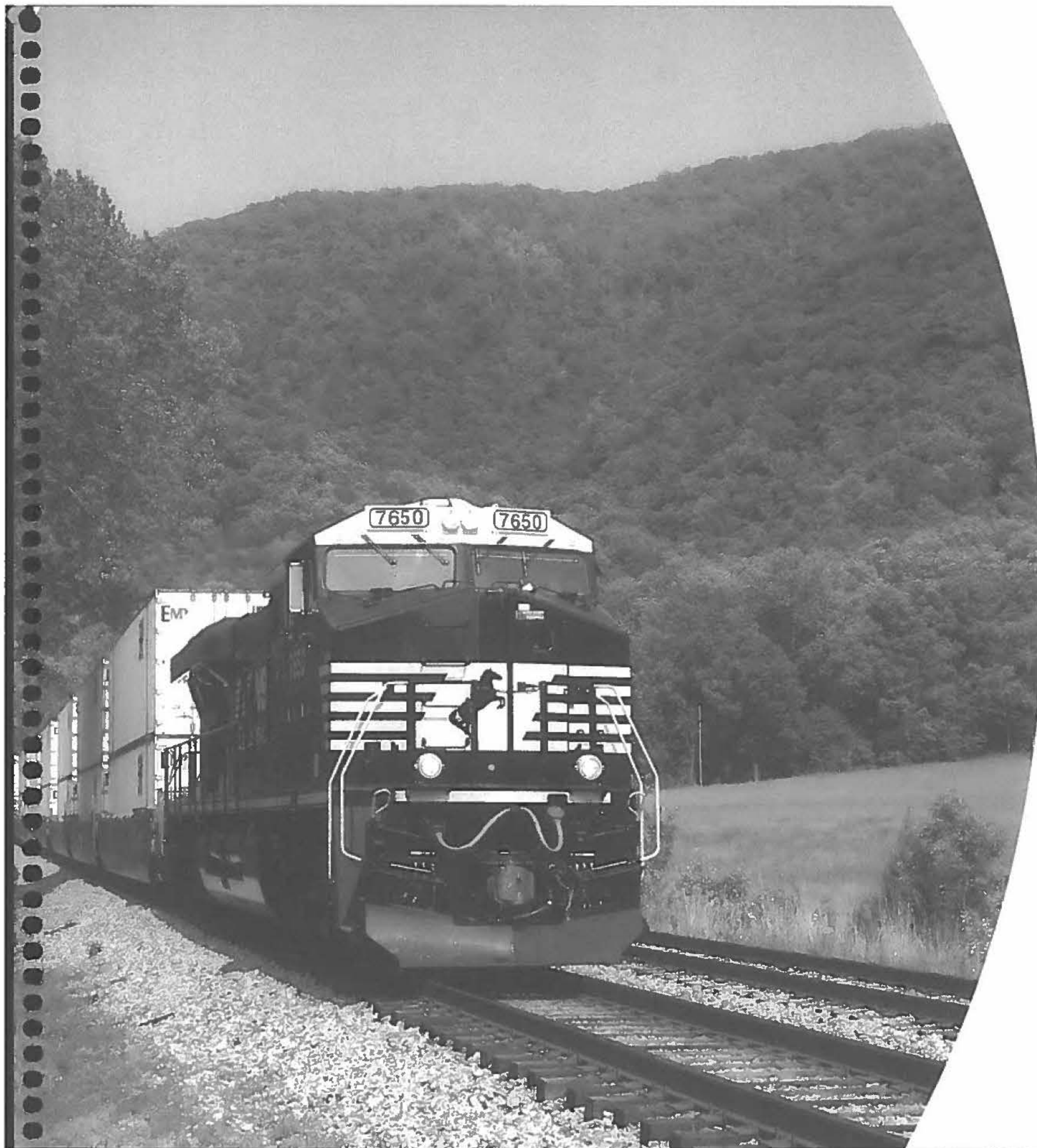
Partnership on Innovation

Hampton Roads and Virginia are excited to work with Amazon to streamline regulatory processes for testing new technology and concepts, such as Amazon/Whole Foods grocery stores and drone delivery, in addition to partnering with Amazon on innovation in public services like autonomous vehicles as part of public transit and crime prevention.

Virginia is already recognized in this space, ranking as the No.7 most innovative state by Forbes and boasting an extensive number of existing innovation assets, including Hampton Roads' NASA Langley Research Center and unmanned systems development (first drone runway in the nation on Wallops Island) and aerospace (Mid-Atlantic Regional Space Port). Virginia is also the first state to pass a law allowing personal delivery devices on sidewalks and crosswalks, and is on the cutting edge of autonomous vehicle travel. In fact, there is work underway to develop connected vehicle and autonomous vehicle technology along the Interstate 95 and 66 corridors. This is already in the build/test phase, with a focus on providing services like advance traveler warning of accidents and backups. This advancement demonstrates the state's willingness to use regulatory experimentation to enable forward-thinking business models.

Hampton Roads fully supports HQ2 and stands ready to present a unified front in partnering with Amazon on innovations like drone delivery, autonomous driving, and others. With the region welcoming more than 15.2 million tourists last year (a 9.4% increase over 2015), 8.1 million daytime and 7.1 million overnight, Hampton Roads is an ideal test ground for Amazon's new products.





"Norfolk Southern has called the City of Norfolk home since 1982 and has been a vibrant partner in economic development and community initiatives. We are excited about expanding our presence in the City and look forward to many years of continued growth and prosperity as we deliver freight across the state and throughout the country."

Jim Squires

*Chairman, President and CEO
Norfolk Southern Corporation*



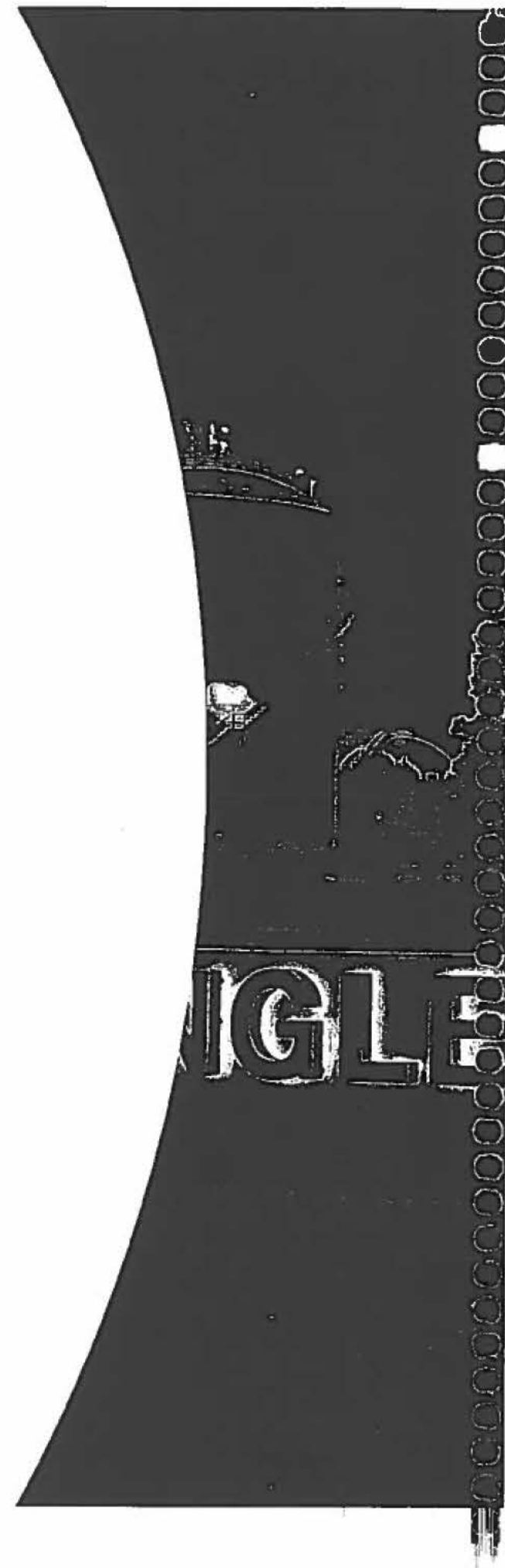
Room to Grow with Amazon

There is enough space and infrastructure in Hampton Roads to meet Amazon's needs now and in the future. In fact, there are 9,000 acres of potential development sites across the region that provide room to grow an interconnected, integrated campus. The thousands of new military residents every year are a testament to the region's infrastructure and ability to accommodate far more people than the year-round population.

Hampton Roads also demonstrates a willingness to grow with Amazon from an innovation perspective, particularly in aerospace and unmanned systems. In fact, we have unanimously voted to create a new 192-acre drone testing zone, accompanied by a 270-acre light industrial park. Amazon will also fit into an integrated research community with unique innovation assets, such as NASA Langley Research Center, the Department of Energy's Jefferson Lab with its National Accelerator Facility, NASA's Wallops Island Flight Facility (one of five U.S. federal launch sites), and the Microsoft Innovation Center in the ViBe! Creative Arts District. The National Institute of Aerospace connects federal labs with university and research facilities in the region, fostering

collaboration to drive research. In addition, NATO's Allied Command Transformation in Norfolk sponsors cutting-edge research on issues such as autonomous systems, modeling and simulation, and stability policing. Its scale and budget parallel a global corporate headquarters with multi-billion-dollar annual revenues. Finally, Hampton Roads hosts cutting-edge U.S. military research at the Naval Medical Center, U.S. Army Aviation and Missile Research, Navy Warfare Development Command, Navy Cyber Command, Air Combat Command, and Army Research Laboratory.

The Center's work isn't over, though. Going forward, NASA Langley is working on making aircraft faster, quieter, and greener.



The oldest of NASA's field centers is located in Hampton.



NASA

Y RESEARCH CENTER

"NASA has enjoyed a 100-year history in Hampton. This is due, in part, to partnerships with the region's political and education leaders and a strong spirit of innovation."

Dr. David E. Bowles

Director, NASA Langley Research Center



Hampton Roads can connect Amazon HQ2 and its employees to the world, the nation, the state, and the local region through its existing assets, with plans for infrastructure improvements that will further strengthen our accessibility and connectivity.



Digital Connectivity

Virginia has 47.7% fiber coverage, ranking seventh in the 50 states. In Hampton Roads, Verizon Fios is available to 67% of the population, offering residential speeds up to 100mbps. Through its partnership with Microsoft and Wildfire 5G, there are plans for a regional low-cost/high-speed wifi network that will help bridge the digital divide and provide reliable wireless internet services to residents and small businesses throughout Hampton Roads. Additionally, there are 124 miles of next-generation dark fiber that can accommodate speeds up to 100 gbps, linking the region's municipal facilities and all 17 Hampton Roads communities. Communities are investing in digital infrastructure, such as the next-generation broadband network and citywide wifi hotspot in Virginia Beach, and are committed to ensuring that every future public infrastructure project is required to include a conduit that accommodates the expansion of the dark fiber network. Individual ISPs are able to lease this dark fiber capacity to support their respective middle-mile strategies. This helps increase competition and capacity while reducing costs.





“Connectivity is key to enable us to fill our mission, and it’s no surprise that we are in Virginia. The DNA of Virginia is innovation and commerce. People are saying yes to Virginia, and we certainly are at Facebook. Virginia has the largest amount of data centers in the country; 70% percent of the world’s internet traffic comes through Virginia each day.”

Erin Egan

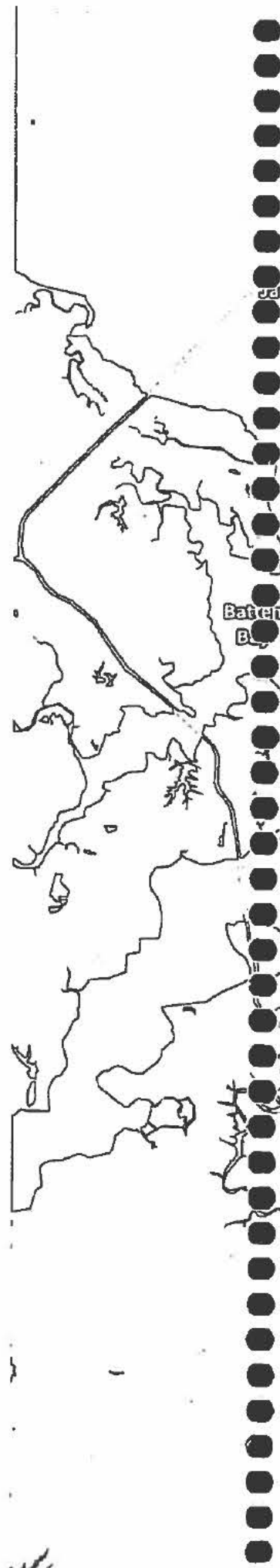
*Vice President and Chief Privacy Officer for Policy,
Facebook*

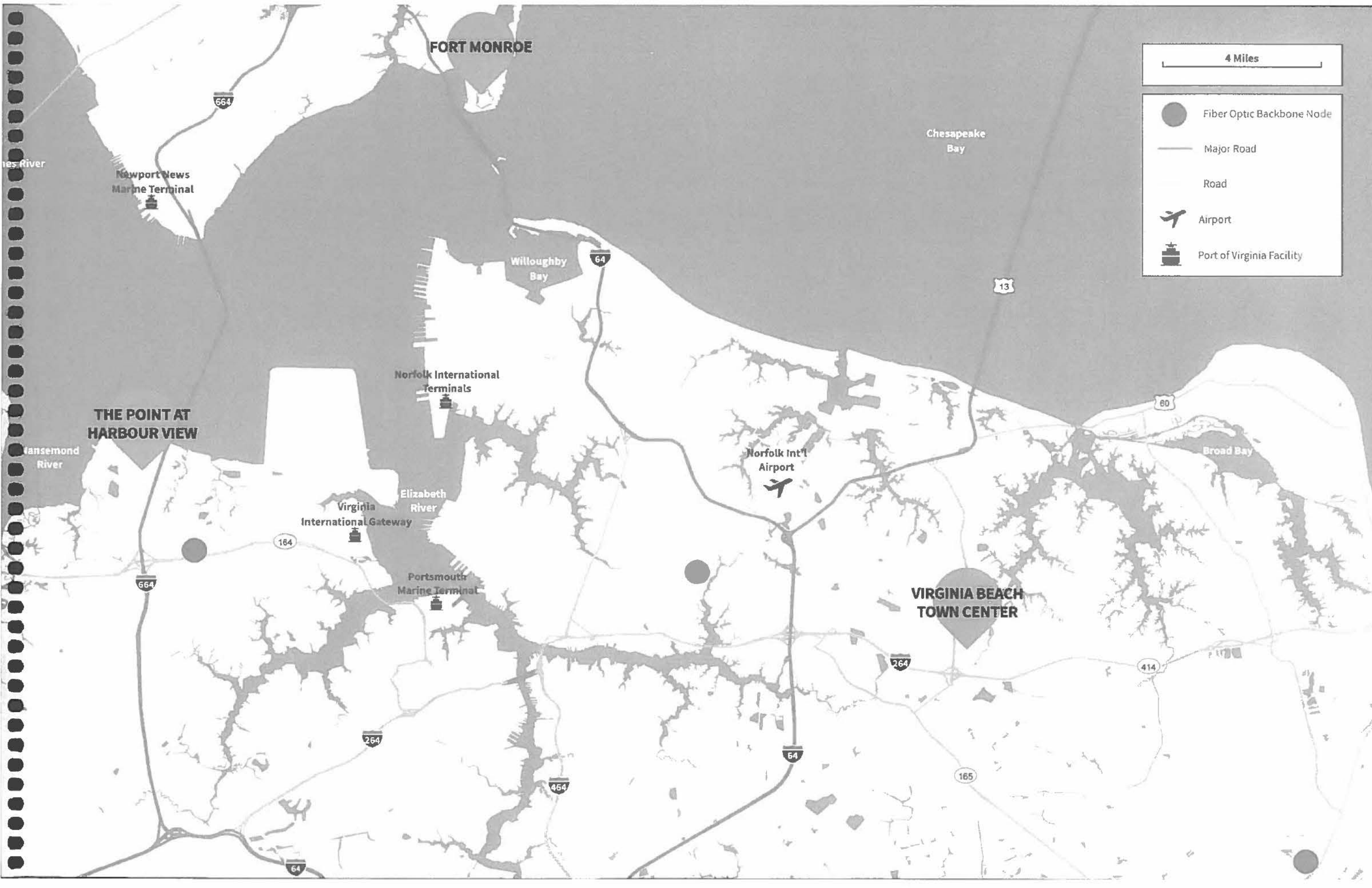


The region also has major assets that will drive continued investment in digital infrastructure, with the two fastest and highest bandwidth subsea cables in the world. MAREA is a newly completed, high-capacity transatlantic cable that connects with Europe, Africa, and the Middle East through Bilbao, Spain. The cable offers data sharing at 160 terabits data/second. BRUSA connects to South America through Rio de Janeiro, Brazil (with additional connections into Puerto Rico and Fortaleza, Brazil), for a total subsea cable capacity of 320 terabits/second.

All major mobile providers serve the area, with full cell coverage at all three sites in Hampton Roads².

² For multiple cellular phone coverage maps on all submitted sites, please see the Appendix available in the document download on HamptonRoads.AmznHQ2.com.





FORT MONROE

4 Miles

- Fiber Optic Backbone Node
- Major Road
- Road
- Airport
- Port of Virginia Facility

Chesapeake Bay

Newport News Marine Terminal

Willoughby Bay

Norfolk International Terminals

THE POINT AT HARBOUR VIEW

James River

Norfolk Int'l Airport

Broad Bay

Virginia International Gateway

Elizabeth River

Portsmouth Marine Terminal

VIRGINIA BEACH TOWN CENTER

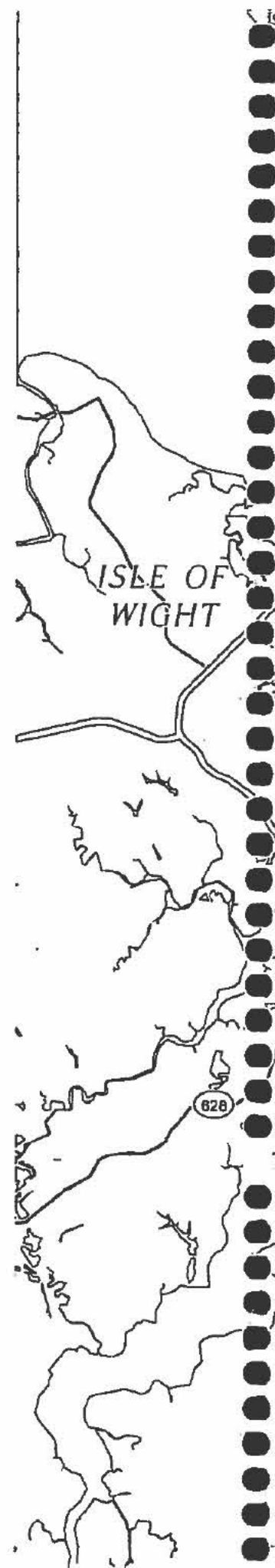


Local Transit and Commutes

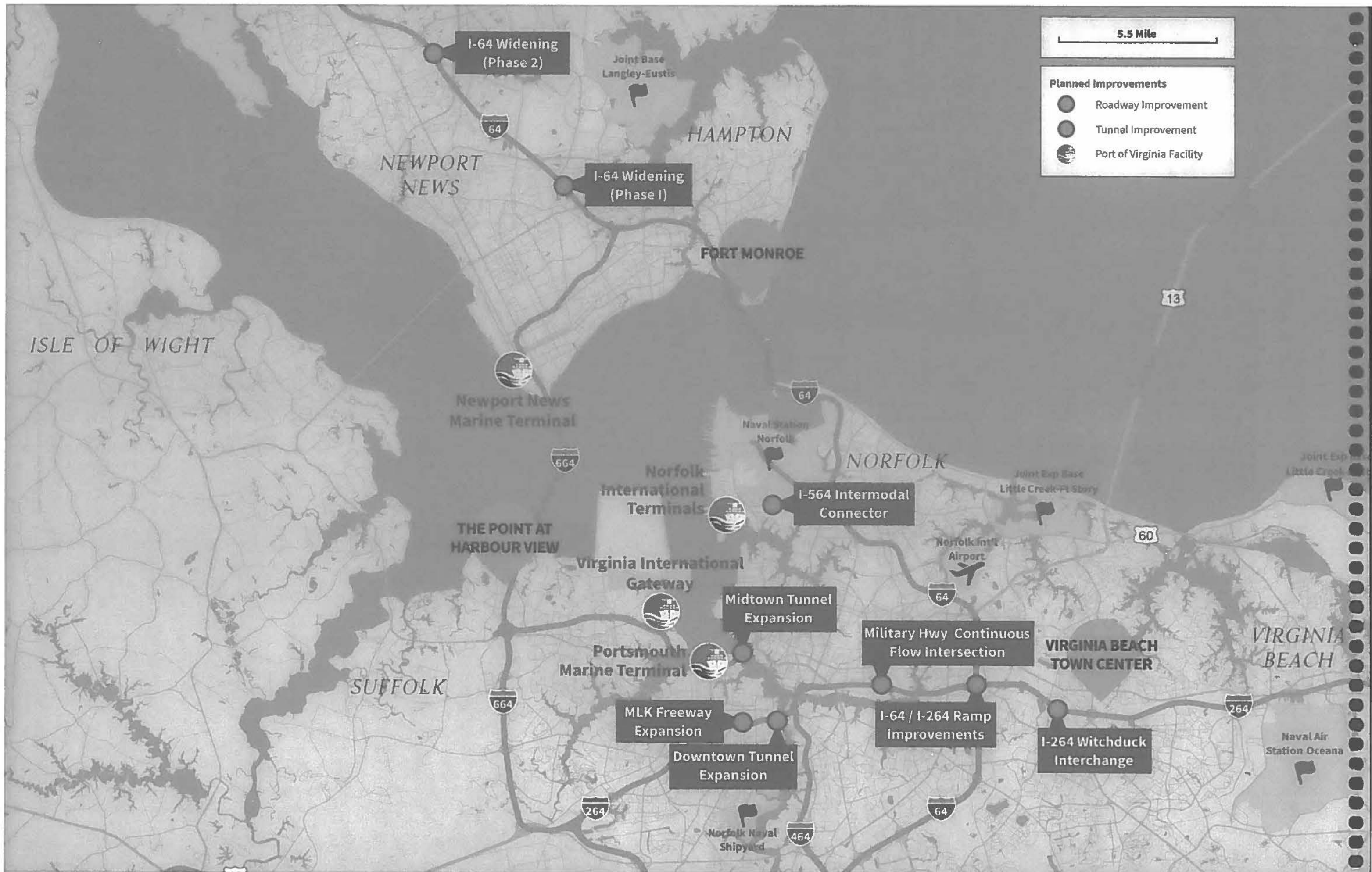
Low congestion in the region enables a high level of connectivity for commuters, with 60% of residents working outside their location of residence and an average commute time of just 24 minutes. Just 22% of the region is congested during peak commute times, compared to nearly 60% in larger cities like Los Angeles.

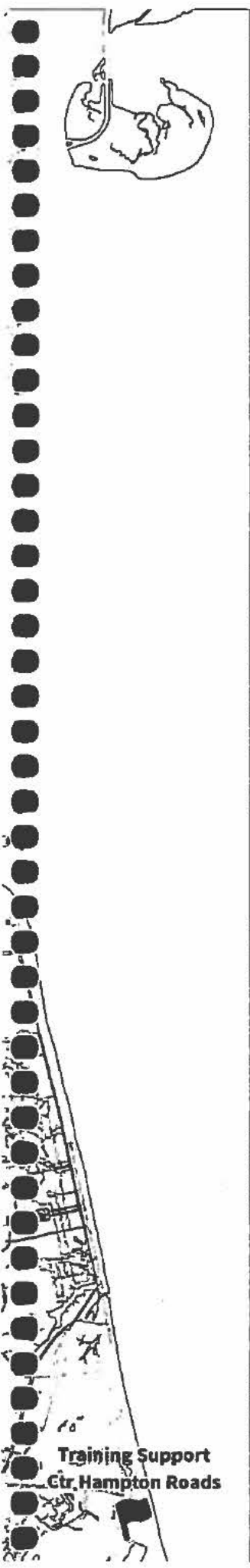
Public transit: There are three regional providers, Hampton Roads Transit, Suffolk Transit, and Williamsburg Area Transit Authority, that offer public transit options throughout the metro area, including bus and light rail routes.

A number of region-wide improvements to public transportation and commuting throughout Hampton Roads are being considered, with the goal of better connecting the region's employment centers. Hampton Roads has a framework in place to capture funding for future transportation improvements through its sales tax, which generated nearly \$170M last year.

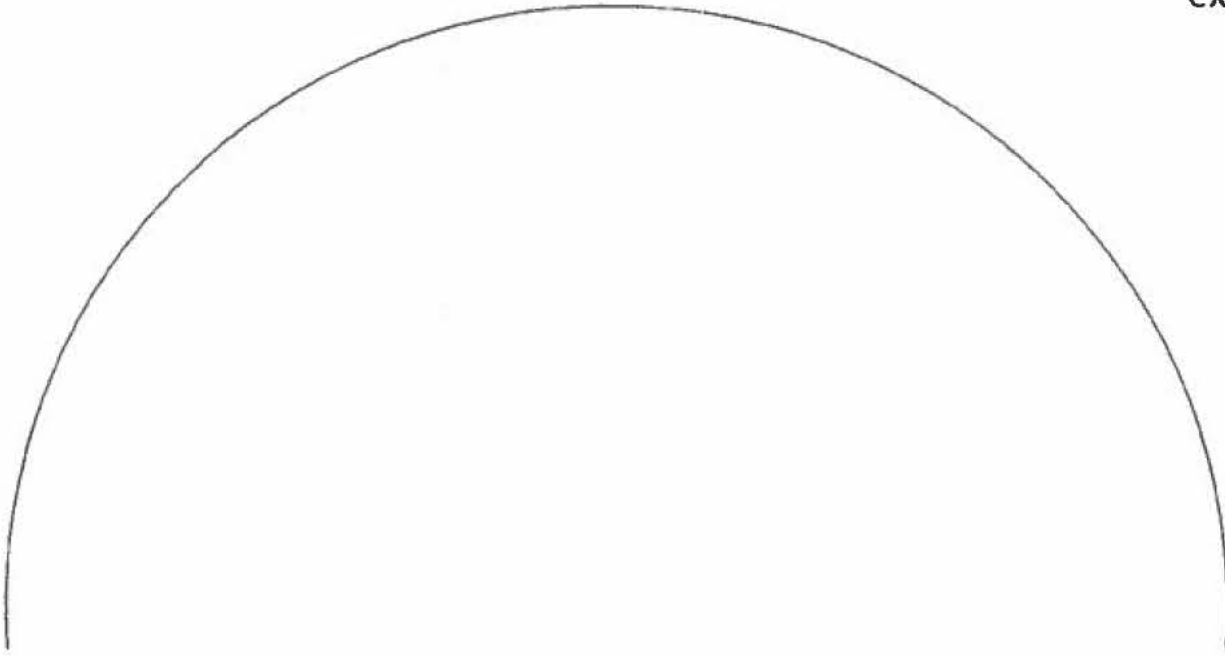








Hampton Roads Transit (HRT) has announced plans to expand service with additional routes. Local governments are also excited about the possibility of transit-only or transit and HOT-dedicated lanes through the I-64 and/or I-664 crossings of Hampton Roads, which could soon provide a major improvement to the regional public transportation network. These regional High Frequency Routes will ensure bus service every 15 minutes between the oceanfront and downtown Norfolk transfer centers during morning and afternoon peak use times. Dedicated infrastructure could be in the form of transit-only lanes or shared transit and HOV/HOT lanes. The City of Hampton is studying the extension of bus rapid transit onto the peninsula.





Light rail extensions on The Tide system will be considered to both the east and west. Light rail to the Virginia Beach oceanfront would cater to tourists, Oceana Naval Air Station, and employers along the route, and would provide a significant boost to local connectivity. The western extension is currently being studied, and local officials have conducted extensive planning for an eastern extension to at least the Virginia Beach Town Center. Light rail or bus rapid transit between Chesapeake, Portsmouth, and/or Suffolk represents another system improvement. An alignment south of Norfolk could connect to The Tide somewhere along its current or planned alignment and provide service between major employers and residential/commercial areas in the cities south and west of Norfolk.

In addition to the increased number of Amtrak trains serving Norfolk, HRT is working to ensure that The Tide light rail service and bus service in downtown Norfolk creates a more seamless transition between the two transportation modes.

We have also committed millions of dollars in creating one of the most innovative smart traffic systems in the country. So, when Amazon looks beyond the cover, you will discover a well-connected transportation system that is more than capable of supporting the needs of Amazonians.



NEWPORT NEWS

HAMPTON

FORT MONROE

4 Miles

- Express Bus Service
- Other Bus Service
- Existing Bike Facility
- Proposed Bike Facility
- Light Rail
- Road
- Amtrak Station
- Port of Virginia Facility
- Park & Ride

James River

Newport News Marine Terminal

Chesapeake Bay

Willoughby Bay

NORFOLK

Norfolk International Terminals

Norfolk Int'l Airport

THE POINT AT HARBOUR VIEW

PORTSMOUTH

Virginia International Gateway

Elizabeth River

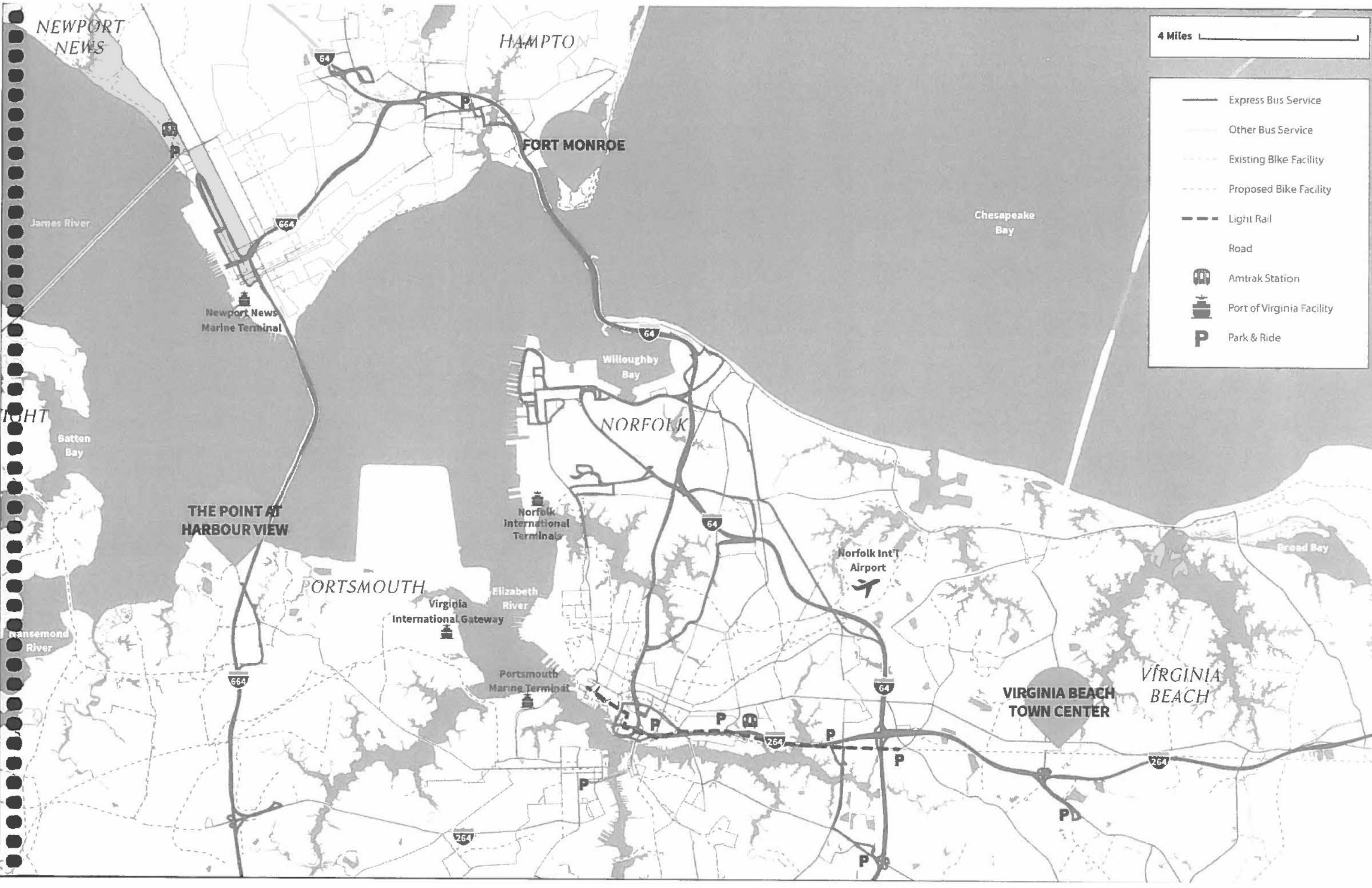
Portsmouth Marine Terminal

VIRGINIA BEACH TOWN CENTER

Batten Bay

Nansemond River

Broad Bay





Road Connectivity

Virginia is a well-connected state and is home to seven interstate highways, most notably I-95, I-81, and I-64. By 2024, the region will invest over \$6B and complete construction on the following high-priority projects:

- Hampton Roads Bridge Tunnel Expansion
- I-64 Peninsula Widening
- I-64/I-264 Interchange Improvements worth more than \$450M, including an alternative route to I-264 that will connect the Virginia Beach Town Center to the Newtown Road light rail station, and will include enhanced sidewalks, streetscapes, and bicycle lanes. Phases 1-3 of the project are expected to be completed by June 2018, while Phase 4 will be completed by 2023.
- High-Rise Bridge/64 Southside Widening
- Conversion of I-64 High Occupancy Vehicle (HOV) Lanes to High Occupancy Toll (HOT) Lanes
- Chesapeake Bay Bridge Tunnel Expansion

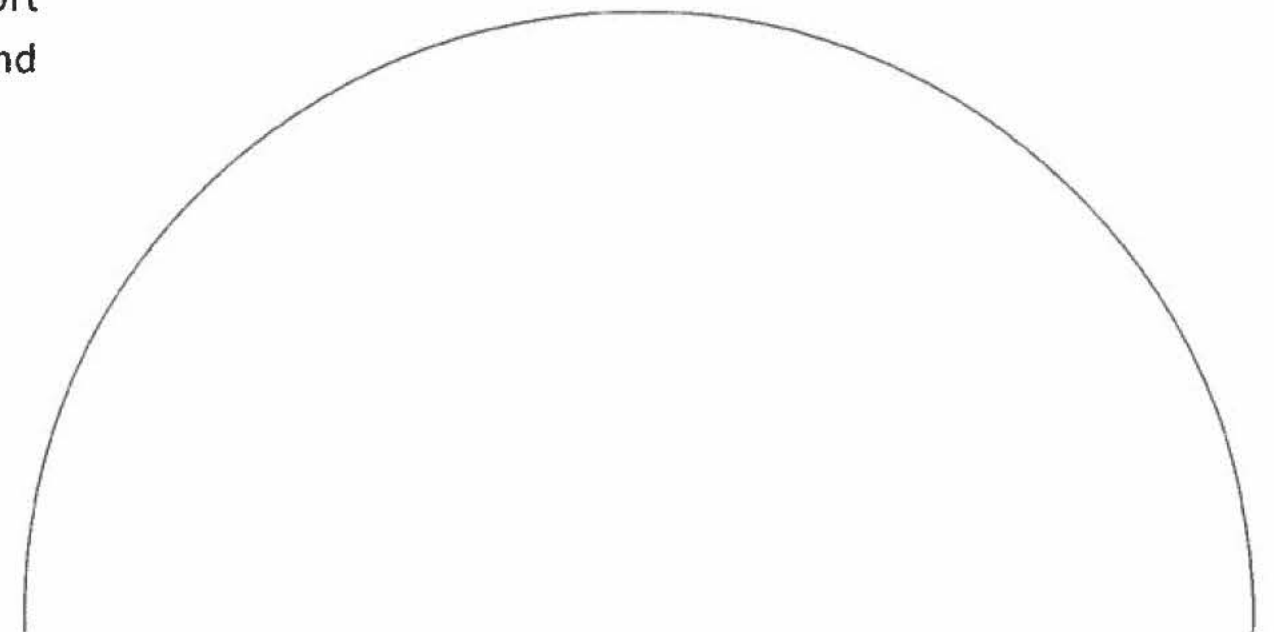




Sea Connectivity

The Port of Virginia itself is the third-largest port on the East Coast (in cargo volume) and ranks among the top five ports in North America, according to CBRE. It accounted for 13.5% of the Coast's total throughput in 2016 and boasts 50-foot channels and berths and zero air-draft restrictions, allowing it to accommodate the largest container ships in the world. It is also the only U.S. East Coast port with Congressional authorization for 55-foot depth channels. Ongoing investments within the Port are set to increase shipping capacity by one million containers by 2019, with \$1.4B in total on-terminal investment. Off-terminal investments are committed totaling more than \$3B, focusing on increasing regional connectivity. Major projects include a tunnel expansion and highway improvements.

The large activity that goes through the Port has been a continuous main driver of infrastructure investment and economic development in the region. Access to the Port can be an opportunity for Amazon to further strengthen its logistics infrastructure and connectivity with its global footprint.



*Only U.S. East Coast port with Congressional
authorization for 55-foot depth channels*





The Port is also a leader in environmentally-conscious shipping, with several notable achievements and projects underway:

- First East Coast port to have environmental management system ISO 14001-certified
- Partner with the community on a number of green projects, including oyster restoration and reforestation
- Rail connectivity with the Port has created options for greener freight transport (37% of cargo arrives and departs by rail—the highest percentage on the East Coast)
- Ability to accommodate some of the largest container ships in the world, with 50-foot channels and congressional authorization for 55-foot channels

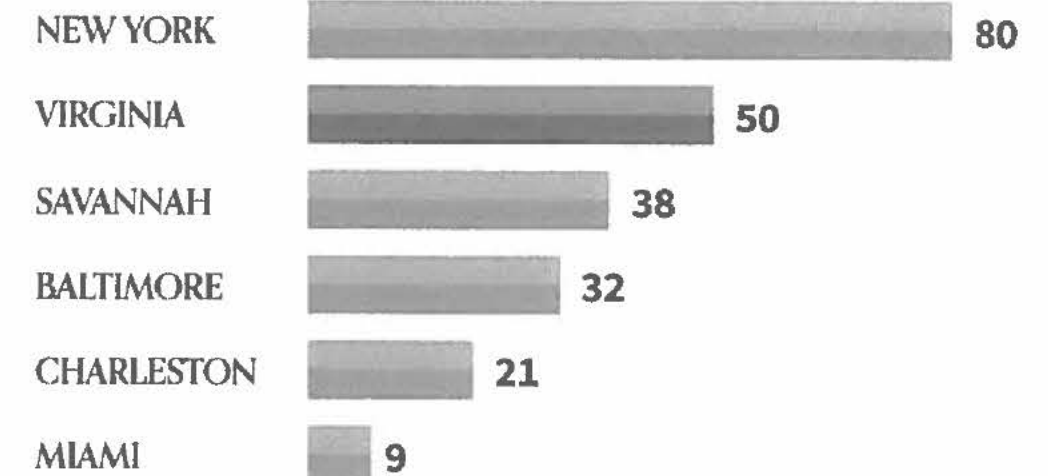
THE PORT OF VIRGINIA IS ONE OF THE LARGEST PORTS ON THE U.S. EAST COAST BOTH IN TOTAL TONNAGE AND CONTAINER TRAFFIC

SELECTED PORTS ON THE U.S. EAST COAST

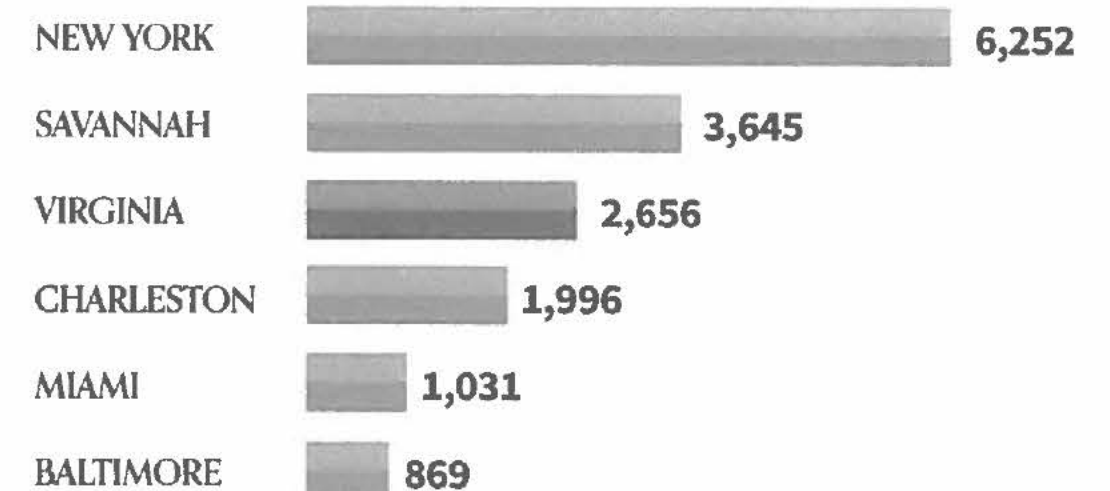
LOCATION



2015 TOTAL TONNAGE MILLION TONS



2016 TOTAL CONTAINER TRAFFIC THOUSAND TEUS



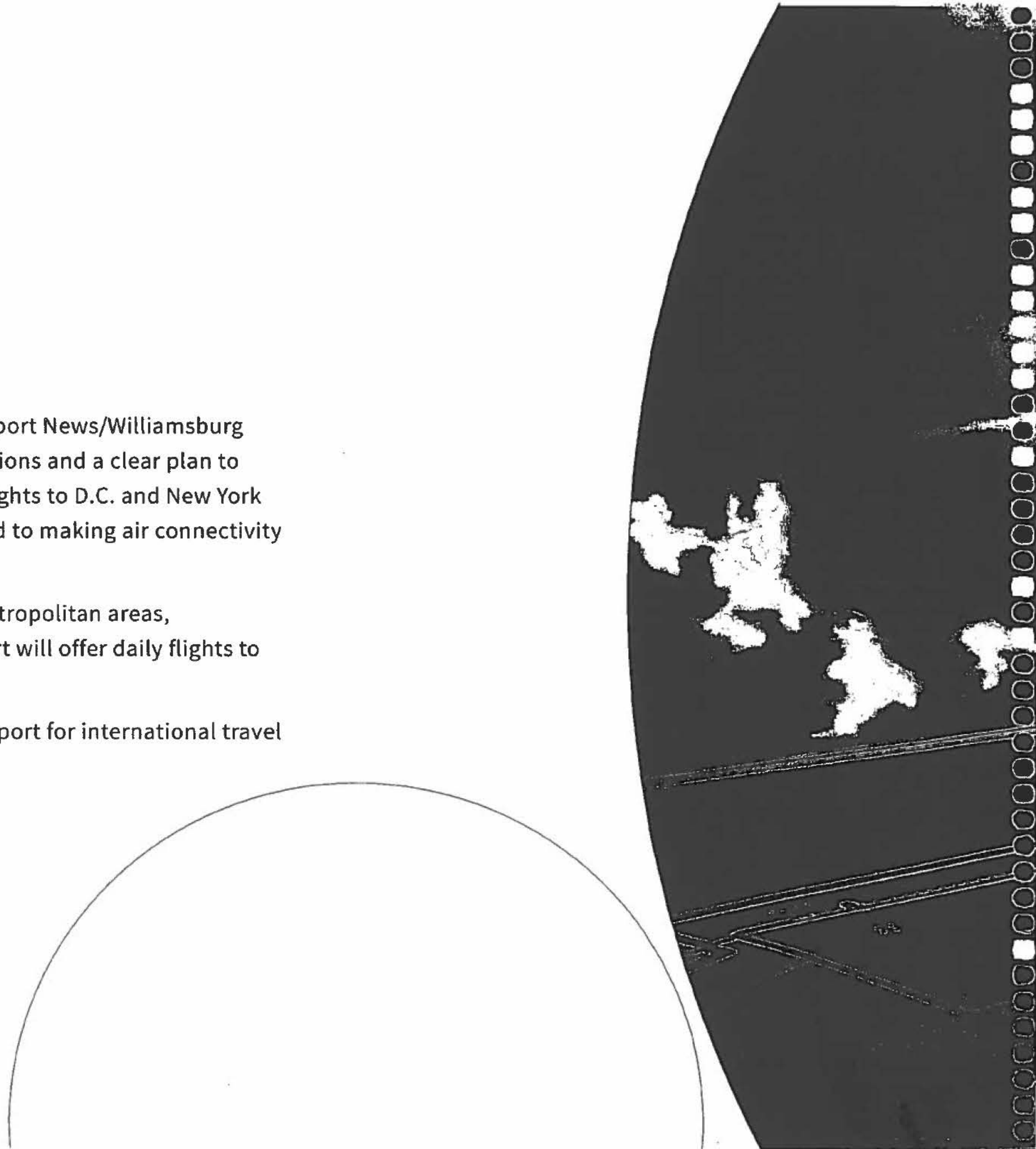
SOURCE: THE VIRGINIA PORT AUTHORITY, PORT WEBSITES



Air Connectivity

Hampton Roads has two airports, Norfolk International and Newport News/Williamsburg International, with nearly 80 daily direct flights to domestic locations and a clear plan to make the airports more attractive for Amazonians. Daily direct flights to D.C. and New York are available, and the state and local governments are committed to making air connectivity stronger and meeting Amazon's needs through:

- Revenue protection of airlines opening new routes to major metropolitan areas, guaranteeing that Hampton Roads' Norfolk International Airport will offer daily flights to Seattle and San Francisco when HQ2 opens
- Dedicated shuttles from/to Washington Dulles International Airport for international travel







Rail Connectivity

The Northeast Regional Amtrak route, which runs between Boston and multiple points in Virginia, connects the Hampton Roads area with both the Mid-Atlantic region and the Northeast corridor. There are two branches of the route in Hampton Roads: the Peninsula branch that ends in Newport News and connects to Richmond, and the Southside branch that ends in Norfolk and connects to Richmond through Petersburg.

Access to the train station is available through the Hampton Roads Transit system, which serves both the Norfolk and the Newport News stations. Bus and light rail service is available from Norfolk, while bus service is available at Newport News. Travel time from Norfolk to Richmond is 2.5 hours, and from Norfolk to Washington, D.C. is less than five hours. Travel time from Newport News to Richmond is 1.5 hours, and from Newport News to Washington, D.C. is four hours.

Expansion of current rail connectivity is on the way. A second train to Norfolk will be added by 2019 and a third is likely by 2022. Meanwhile, a second train to Newport News is being considered. Newport News is also expected to establish a new station in mid-to-late 2019.

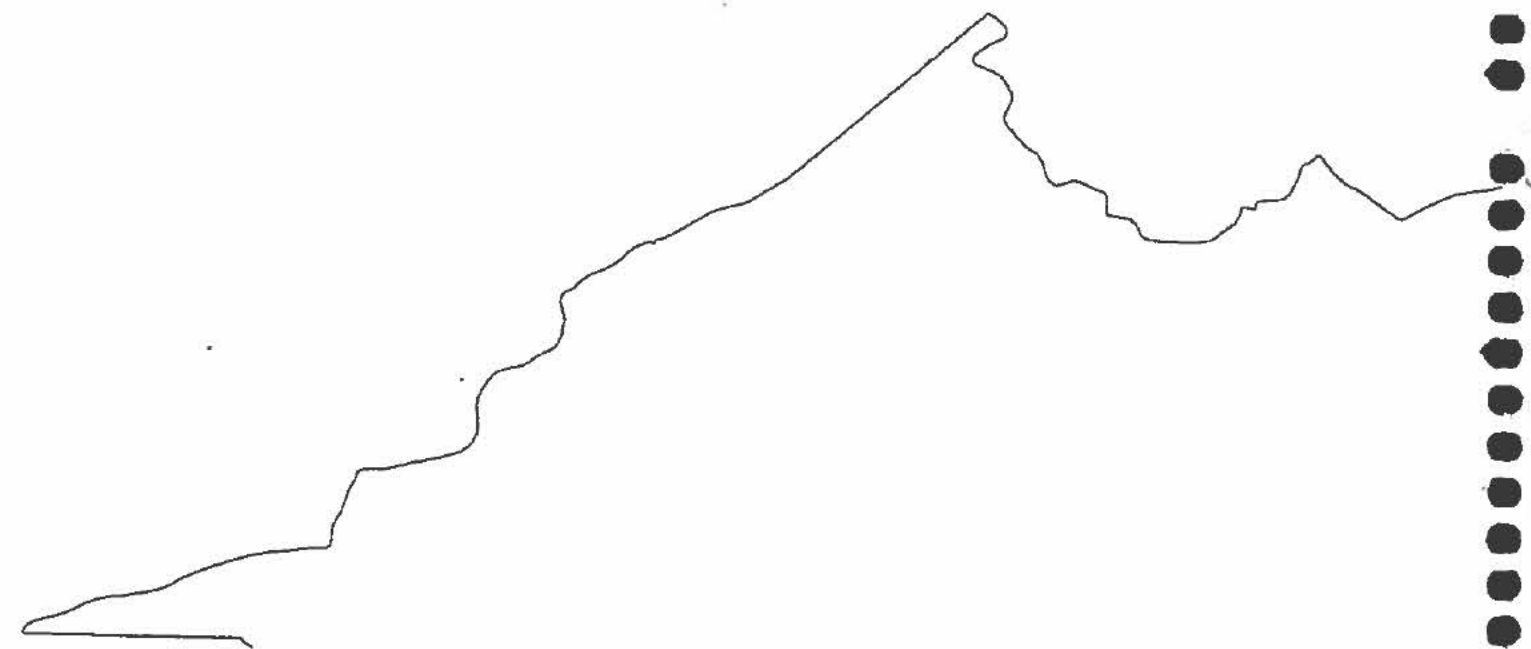






Properties

We offer you a diverse portfolio of sites that embody the identity of Hampton Roads, a coastal region with a heavy military footprint, and an opportunity to grow together with Amazon. In Fort Monroe, you will find a historical fort at the mouth of the Chesapeake Bay. At The Point at Harbour View, you will have the opportunity to shape a 352-acre canvas overseeing the river. At Virginia Beach Town Center, Amazonians will live in an urban area rich with amenities.







PHF

17

NEWPORT NEWS

1.5 hrs to Richmond

James River

HAMPTON

**FORT
MONROE**



NORFOLK

ORF



PORTSMOUTH

SUFFOLK

CHESAPEAKE



VIRGINIA BEACH



Chesapeake Bay

Atlantic Ocean

OF WIGHT



Fort Monroe

Fort Monroe



Established in 1610, the City of Hampton is one of the country's first cities and one of its most modern. Here, Chief Powhatan first fed oysters to Captain John Smith, the first public education system was founded, an Army fortress protected the East Coast, and the Air Force and NASA were born.

This progressive, diverse waterfront city in southeastern Virginia will provide Amazon's HQ2 with world-class innovation assets in one of the country's most historic settings. Hampton is a city that remains grounded in its roots, but also reaches far beyond – designing for the Mars Rover landing, leading cancer research at one of the nation's top historically black universities, researching and developing manned and unmanned aerospace vehicles, and directing global action remotely using unmanned vehicles.

In close proximity to the headquarters site is Hampton University, which is celebrating its 150th anniversary. Among the 80 academic programs offered, degrees in Computer Science are available on the Bachelors and Masters levels. The university is an integrated part of the community. One of its most significant achievements was the construction and operation of the Hampton University Proton Therapy Institute (HUPTI). Opened in 2010, HUPTI provides technologically advanced cancer treatment.

We play as hard as we work, with some of the best seafood, local restaurants, craft breweries and outdoor recreation along 124 miles of waterfront and 1,800 acres of local, state, and national parks.

This diverse environment is also reflected in the variety of neighborhoods and housing stock available in the city. With suburban-style housing, historic neighborhoods, urban-designed townhomes and condominiums, waterfront dwellings, and mixed-use developments, the city has wide residential appeal.



"As the President and CEO of Old Point National Bank I am committed to serving our customers in the Hampton Roads region. We pride ourselves on hiring the best people to represent our bank. In this vast market of financial institutions, we stand out because of our commitment to quality service and the delivery of value added products.

"Our success contributes to the strengthening of the business community, contributes to the quality of life and supports the advancement of the region. We join the other corporate citizens in the region in supporting the prosperity of the Hampton Roads business climate."

*Rob Shuford, Jr., President and CEO
Old Point National Bank*



W.M. JORDAN COMPANY – DEVELOPER

The City of Hampton has identified one of the region's premier developers as a partner on the development of Amazon's corporate headquarters. Based in Newport News, Virginia, William M. Jordan and Robert T. Lawson founded W. M. Jordan Company in 1958 with a commitment to excellence. The company provides the full range of design, construction, and project management services, giving Amazon a single point of responsibility for the design and construction of HQ2.

W.M.
Jordan
COMPANY



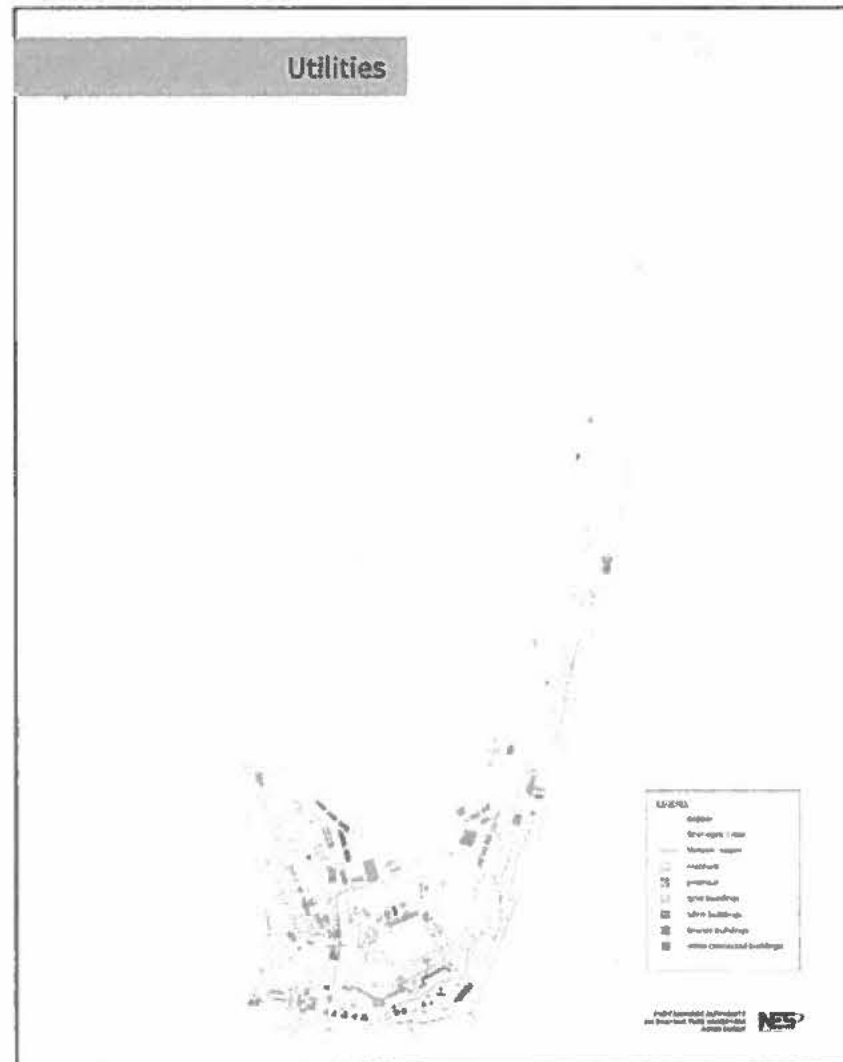
The City of Hampton has identified two primary sites, historic Fort Monroe and a 110-acre green urban campus now called the Woodlands Golf Course, to serve as the unique home for Amazon's HQ2. These interconnected sites, less than two miles apart, are easily accessed by walking or biking. The city will develop plans to further integrate the sites by establishing dedicated bike lanes and bus rapid transit routes. Each site is improved with infrastructure including public and private utilities.



Fort Monroe



Utilities



Site Information

FORT MONROE

20 Ingalls Road, Fort Monroe, VA 23651 (within the City of Hampton)

This future site for Amazon's corporate headquarters will be within one of the most historic sites in the country - Fort Monroe. A distinctive former military base of approximately 565 acres, Fort Monroe has a moated inner fort and approximately 2.5 miles of shoreline on the Chesapeake Bay. Fort Monroe also houses a national monument. Fort Monroe is also a thriving mixed-use community, with residential homes, commercial office space, a marina, restaurants, and retail.

The buildings identified for reuse and the developable acreage at Fort Monroe are owned by the Commonwealth of Virginia through the Fort Monroe Authority. The adaptive reuse of historic buildings at Fort Monroe for HQ2's first phase will ensure Amazon's shaping of the future is rooted in the preservation of history. The opportunity to repurpose 623,384 square feet of existing building space, combined with the ability to expand with new construction in 16+ additional acres in the North Gate area, will allow Amazon to preserve and rebrand this site. This additional acreage can accommodate 300,000+ square feet of new building space.

Zoning and Building Restrictions: The area of Fort Monroe identified to host HQ2 is designated FM-3, which is appropriate to support the HQ2 project. This designation intends to promote employment on the Fort property through reuse of existing buildings and new construction. The Fort Monroe Design Standards are legally enforceable regulations, such as on building height and setback, to ensure construction on the grounds is compatible with the character of the historic landmark district.

Utilities: Fort Monroe is equipped with a fiber network designed for the U.S. Army. Utility infrastructure is already in place with a substation onsite. The Commonwealth of Virginia has allocated \$22 million for additional infrastructure improvements at Fort Monroe. Both Fort Monroe and the Woodlands Golf Course sites have existing infrastructure that includes all public and private utilities and full fiber and cellular coverage. They are both served by two national communication companies - Verizon and Cox Communications. Any upgrades required to accommodate the corporate headquarters can be provided.



THE WOODLANDS GOLF COURSE

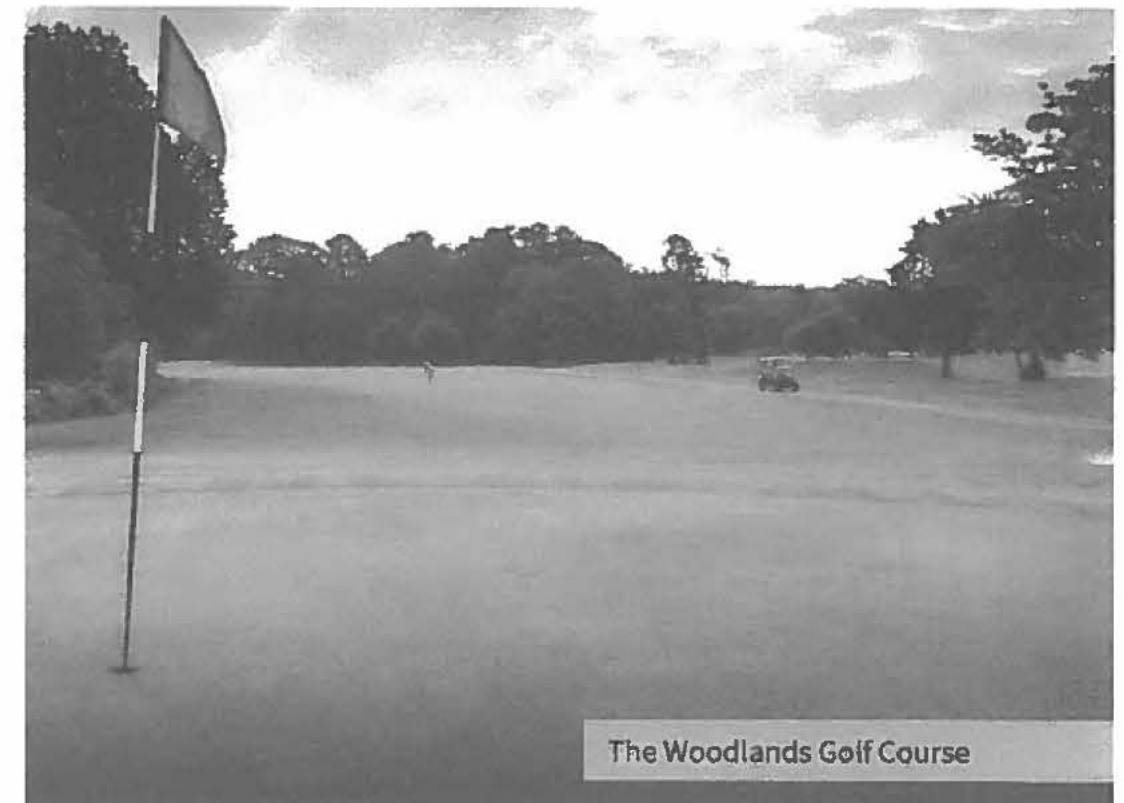
9 Woodland Road, Hampton, VA 23663

A developer's perspective views the 111+ acre site as a greenfield site, primed and ready for development. Located across from both downtown Hampton and Hampton University, this open area has water access and will create the perfect canvas for a state-of-the-art campus to complement HQ2's historic outpost at Fort Monroe. This site, in association with the Fort Monroe site, will provide Amazon a signature headquarters campus that cannot be duplicated.

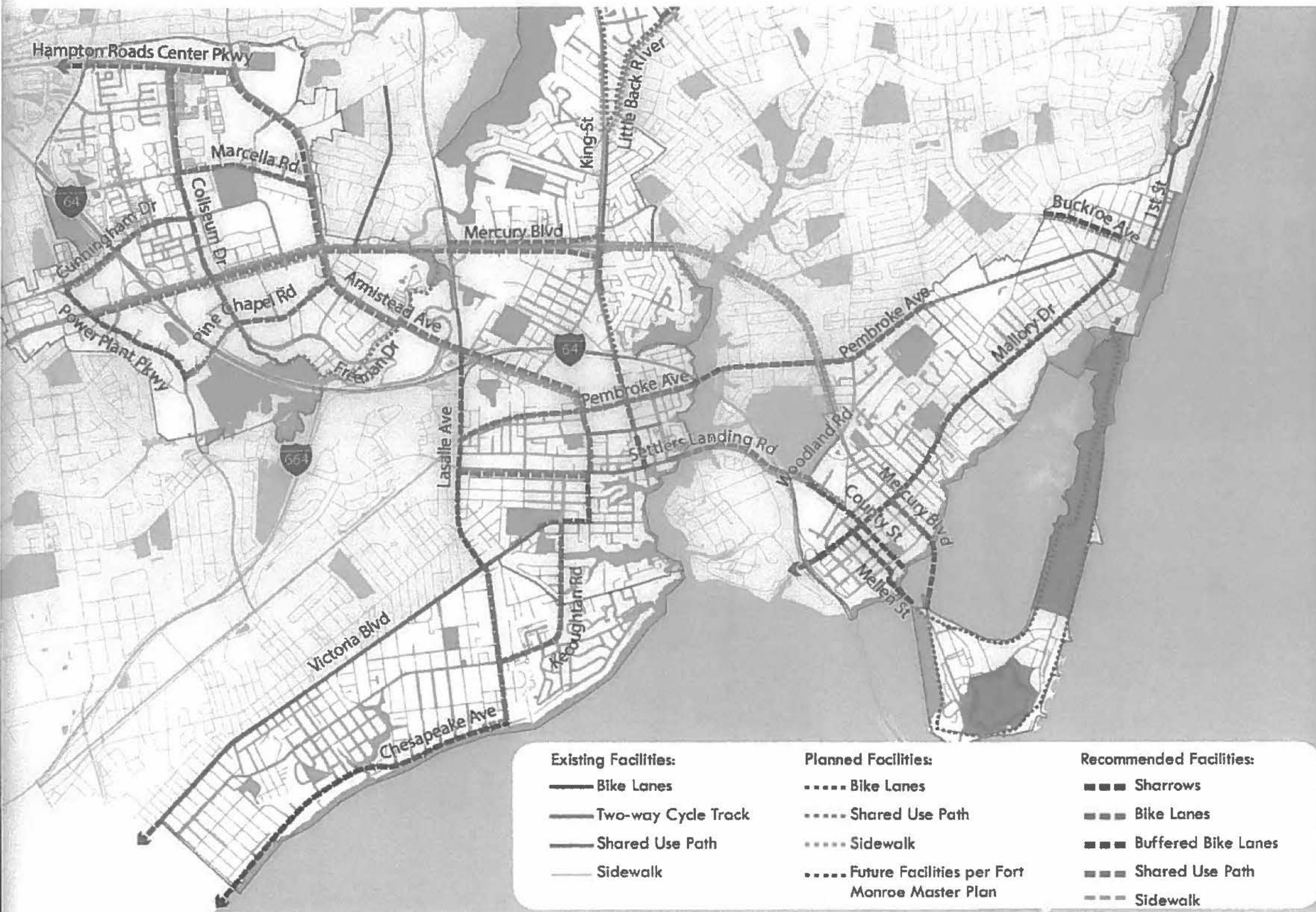
The Woodlands Golf Course is owned by the City of Hampton. Disposition of this property can occur by direction and with the approval of the Hampton City Council. The Hampton Economic Development Authority is the entity identified to administer land sales and development on behalf of the city.

Zoning: The golf course property will be rezoned to accommodate the HQ2 project. A C-2 zoning designation will be applied. The rezoning process is governed by the Planning Commission and the City Council.

Utilities: The site is served by the typical public and private utilities to include, gas, water, sanitary sewer and stormwater. All utility improvements can and will be expanded and/or augmented to serve HQ2.



The Woodlands Golf Course



HQ2 will be the center of an environmentally friendly network of bike and walking paths, open green spaces, and innovative solutions to reduce waste and energy consumption. Hampton and W.M. Jordan are committed to partnering with Amazon in the sustainable development of HQ2 to protect the environment that defines part of our community. All new construction will be LEED® Gold Certified, taking advantage of the company's multiple accredited professionals. W.M. Jordan's in-house Green Advisory Board will work closely throughout the design and build process to identify and implement green initiatives. The company is ranked nationally for its commitment to green construction: #39 by Building Design + Construction and #65 by Engineering News Record, a leading industry publication.



- Long Range Improvements**
- New Interchange
 - Interchange Improvement
 - Bridge Reconstruction/Replacement

- Regional Priorities**
- Regional Priority Projects

- 6 Year Improvement Plan**
- Bridge
 - Pavement
 - Reconstruction
 - Safety/Traffic
 - New Location
 - Other

- Existing Transportation Facilities**
- - - Existing Bike Facility
 - - - Proposed Bike Facility
 - Road
 - 🚂 Amtrak Station
 - 🚢 Port of Virginia Facility
 - P Park & Ride Lot



Hampton's location will connect HQ2 with the rest of the world. On land, Interstates 64 and 664 converge in Hampton providing excellent access to the region's two international airports and Amtrak rail lines. The state capital, Richmond, is an hour drive; Washington, D.C., is a three-hour drive; and two-thirds of the country's population is a day's drive away. Sixty percent of the country's manufacturing and industrial base is within 750 miles, and 95% of the world's shipping lines call on the nearby Port of Virginia. This integrated transportation network of interstates, air, rail and sea services provide easy access between Hampton and markets worldwide.

Fort Monroe is currently only accessible via two, two-lane roads onto the isthmus, but the Virginia Department of Transportation would plan to widen these access roads and improve the arterial roads and interchanges connecting to nearby I-64.

Moreover, Fort Monroe's two-mile proximity to The Woodlands Golf Course site will be an inspired development of connectivity: a physical linkage that will represent a link in time from the most historic to the new futuristic corporate campus.

The corridor between the sites is approximately two miles through the charming, historic community of Phoebus. The potential to enhance this corridor with improved roadways, biking and walking lanes designed in a manner to reflect Amazon's focus on sustainability will be truly unique as a corridor showing that connecting the past and the future can be more than symbolic, it can be physically realized.

TRANSPORTATION IMPROVEMENTS

Other transportation improvements under consideration for the sites include:

- Widening key roads in the area, including I-64 and arterial roads to both locations
- Improving interchanges between I-64 and arterial roads
- Bus rapid transit lanes
- Direct shuttle service between the sites
- Bike lanes with strategically placed staging areas at each site

A citywide examination has been conducted to plan for the expansion of various methods of alternative transportation. These improvements will enhance the movement of people around the city.



Housing



The presence of existing residential housing at Fort Monroe provides for immediate and one-of-a-kind housing options for employees. In addition to the National Park, the property also hosts a childcare facility, a YMCA, a community recreation center and indoor pool, a 7-mile trail, and a 300-slip marina—the perfect place to live, work, and play.

There are currently 174 residential units on the property including single-family homes, duplexes, townhouses, and apartments. Floor plans range from starter apartments to spacious duplexes and luxurious mansions. Many units are historic treasures, including stately officer's quarters and imaginatively converted office spaces. Units range from 1,300 square feet to over 8,000 square feet of living space. Lease rates start at \$1,375 per month.



The corridor between Fort Monroe and the Woodlands Golf Course currently offers locally owned restaurants, antique shops, a one-of-a kind cidery, and other sought-after amenities. Additionally, Fort Monroe has a craft brewery operation, restaurants, a public beach, marina, and an outdoor entertainment venue. Branding this corridor as “Amazon Way” or “The Amazon Connection” will be an uplifting factor in the support of and future prosperity of multiple small business owners.

Whether you’re looking for a great meal, a quiet walk by the water or a step back in time, it’s all right around the corner in Hampton. The city prides itself on having unique restaurants like Brown Chicken Brown Cow and Mango Mangeaux, whose owners were recently included on a *Forbes* magazine list of entrepreneurs who found success after appearing on TV’s *Shark Tank*.

A portion of Fort Monroe is home to a national monument and a growing residential and business community. You can get a meal or plan a party at Fort Monroe’s Paradise Ocean Club, or attend one of the many open air concerts and events overlooking the water.

There are more than a dozen parks—large and small—scattered across Hampton, including a 456-acre nature park, a 105-acre park with a boat ramp, fitness trail and picnic shelters, and a family-oriented “farm” with animals and more. Less than a year ago, city leaders adopted an aggressive bicycle and pedestrian strategy that calls for bike paths connecting all major areas of the city, including downtown and the Peninsula Town Center, which is home to some of the best shopping, dining and entertainment in the region.

The city’s arts commission supports a changing gallery with juried shows and a restored 1908 theater with a program of dance, theater and varied musical styles. The Hampton Coliseum is an arena that hosts events and concerts such as the annual Hampton Jazz Festival. The Hampton University Museum contains one of the nation’s best collections of African-American art. Other museums highlight the region’s air and space leadership, history, and Fort Monroe’s history.

RESTAURANTS WITHIN A TEN-MINUTE WALK OF FORT MONROE

The Deadrise: Seafood restaurant on the water
100 McNair Drive at Ft. Monroe
(above the marina)

Oozlefinch Craft Brewery:
Craft beers reimagined with new ingredients
81 Patch Road at Ft. Monroe

Mango Mangeaux: French, Creole & NeoSoul dishes served in upscale contemporary space
33 E. Mellen St.

Paradise Ocean Club: Seafood restaurant on private beach
490 Fenwick Road at Ft. Monroe

RESTAURANTS WITHIN A TEN-MINUTE WALK OF THE WOODLANDS

The Point at Phoebus: Farm to table approach to dining
30 E. Mellen St.

Brown Chicken, Brown Cow:
Grass-fed burgers, organic chicken, large draft beer assortment
13 Queens Way

Marker 20: Casual seafood and more in the heart of downtown Hampton
30 E. Mellen St.





BUILDINGS FOR LEASE AND LAND SALES:

Fort Monroe: Lease rates for office buildings at Fort Monroe range from \$12.00–\$16.00 psf. Net rent rates have been reduced in exchange for tenants performing renovations. Thus far, no land sales have occurred. The assessed value of the land is the current method to determine the value. The current assessment value for the land is \$132,963 per acre. Additionally, no ground leases have been executed. The projected market rate for a ground lease is generally 7% of the appraised or assessed value.

Woodlands: As stated, the golf course site is approximately 111+ acres of land. It is the City's intention to transfer this property to Amazon or a related entity for \$0. The course is improved with buildings related to the operation of the golf course. These buildings will be razed to allow for the development of the corporate headquarters.



PHF

NEWPORT NEWS

17

1.5 hrs to Richmond

James River

HAMPTON



**THE POINT AT
HARBOUR VIEW**

NORFOLK

ORF



PORTSMOUTH

SUFFOLK

CHESAPEAKE



Chesapeake Bay

13

Atlantic Ocean

VIRGINIA BEACH

OF WIGHT



Site Aerial View

The Point at Harbour View

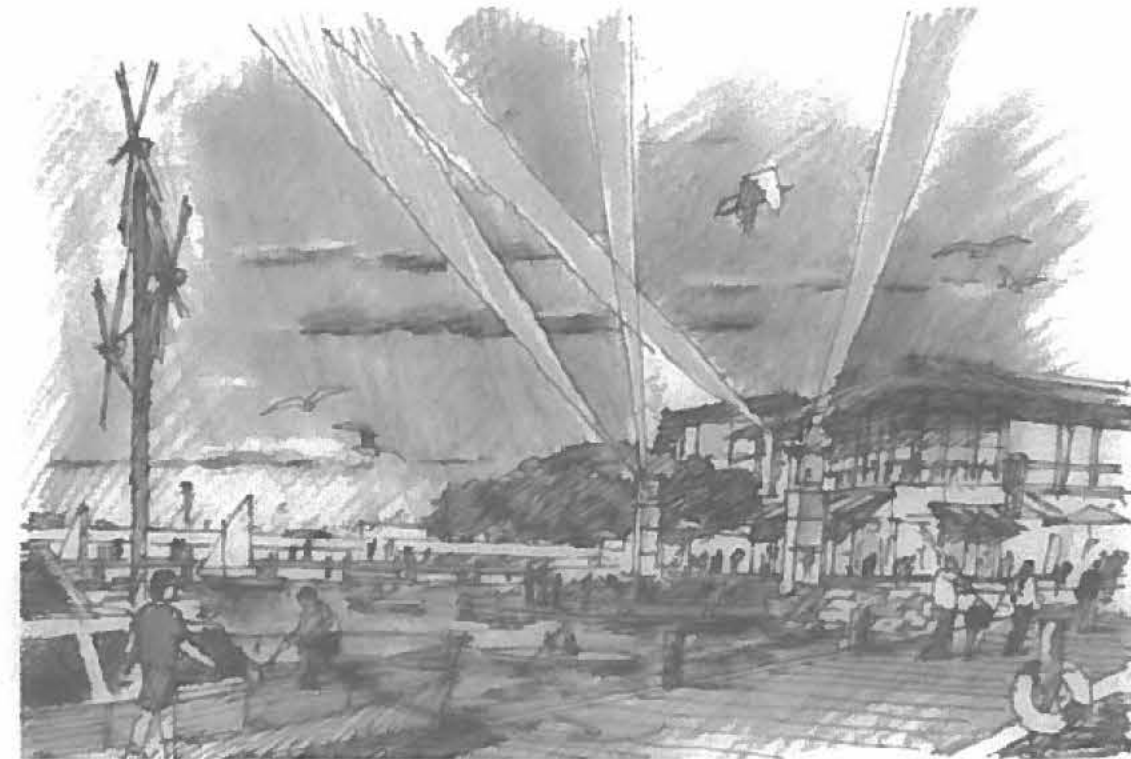
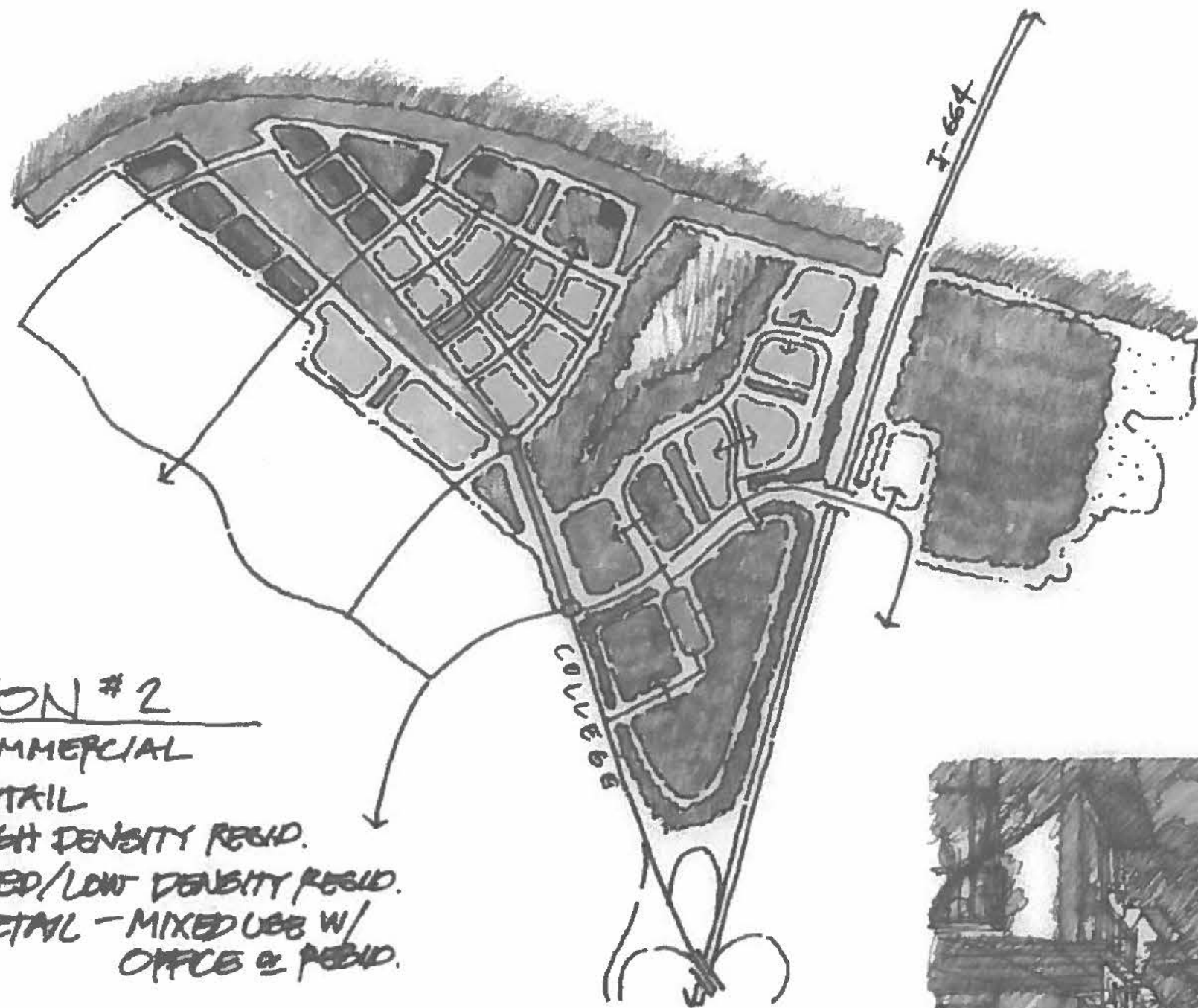


Great Dismal Swamp

Encompassing over 430 square miles in southeastern Virginia, Suffolk is the largest city by land mass in the Commonwealth of Virginia and the right place for Amazon's HQ2 to grow. The site proposed for HQ2's new home, The Point at Harbour View, is located in the city's fast-growing northern core, characterized by world-renowned research institutions, large-scale commercial developments, and a variety of residential subdivisions. New mixed-use communities in the immediate area offer a range of housing types centered on walkable commercial areas, and the city is committed to continuing to develop the area's infrastructure to enable high-density, vibrant, and environmentally sustainable development.

OPTION #2

- COMMERCIAL
- RETAIL
- HIGH DENSITY RESID.
- MED/LOW DENSITY RESID.
- RETAIL - MIXED USE W/ OFFICE & RESID.



The Point at Harbour View is a 352-acre site located on the scenic James River, with more than a mile of riverfront, forests, and freshwater lakes. HQ2 will become the center of an exciting, diverse community built around Amazon's needs and integrated into the stunning natural environment. The site will include a one-mile shoreline public park, high-density residential development, and distinctive commercial development opportunities, creating an exclusive community for Amazonians within the unique community of Suffolk. Amazon will become a full partner with the city, helping to direct local tax revenues toward initiatives that serve Suffolk's newest residents working at HQ2.

The City of Suffolk, the Suffolk Economic Development Authority and the Tidewater Community College Real Estate Foundation have been collaborating in earnest on the development of this site over the past six years. The partnership kicked off in 2011 with a joint Urban Land Institute (ULI) Advisory Services Panel Report. The ULI study presented a vision for a dynamic mixed-use development crowned with a glorious waterfront public park overlooking the historic James River, a tributary of the extensive Chesapeake Bay watershed.

"This property may indeed be the last and best large property available in the Mid-Atlantic"

ULI study, 2011



Two public entities, the Economic Development Authority of the City of Suffolk (EDA) and the Tidewater Community College Real Estate Foundation (TCCREF), own the land and are ready to provide what Amazon needs for its HQ2 buildings free of charge. The EDA controls 55 acres to include: soils, wetlands, utility capacity, traffic etc. Completed support infrastructure includes a new water main to the site with offsite traffic improvements currently under construction. This site is currently zoned CP—Commerce Park—and has supporting infrastructure in place for immediate development to accommodate Phase I of the project consisting of 500,000 to 1,000,00 square feet of commercial space by 2019. Of its 55 acres, 46 acres of the EDA site will be offered free of charge to Amazon and will convey with the public infrastructure required for the project, also free of charge. The EDA will develop the remaining nine acres on the EDA site with restaurants, retail, residential and/or a hotel in support of Amazon's immediate operational needs.

TCCREF's 297 acres is currently under engineering analysis, and 144 acres will be ready for development by 2019 for the next phase of HQ2's growth. The remaining 153 acres owned by TCCREF will be prepared for development by 2025. TCCREF, in partnership with Amazon, will identify up to 200 acres to meet Amazon's long-term requirements and will provide this land free of charge, and the rest will be developed into residential neighborhoods and commercial amenities, as the Amazon-centric community on the James River continues to grow.

The Point at Harbour View is located at 6500 & 7000 College Drive, Suffolk, VA, and, as publicly owned land, it offers the flexibility for Amazon to choose its own developer. If needed, the EDA is ready to recommend an experienced local developer who will work with Amazon to develop mixed-use communities, high and medium density residential neighborhoods, and hospitality/commercial infrastructure around HQ2's facilities.

TABULATION:

BUILDING	SIZE	STORIES	EST. PARKING REQ.
A	414,820	6	1,800
B	434,400	6	1,800
C	120,600	5	400
D	100,800	5	400
E	100,800	5	400
F	107,000	5	700
G	100,800	5	400
H	100,800	5	400
Phase 1			
1,423,020			
I	300,000	5	1,100
J	300,000	5	1,100
K	100,800	4	400
L	100,800	4	400
M	100,800	4	400
N	100,800	4	400
O	100,800	4	400
P	100,800	4	400
Q	100,800	4	400
R	100,800	4	400
S	100,800	4	400
T	100,800	4	400
U	100,800	4	400
V	100,800	4	400
W	100,800	4	400
X	100,800	4	400
Y	100,800	4	400
Z	100,800	4	400
AA	100,800	4	400
AB	100,800	4	400
AC	100,800	4	400
AD	100,800	4	400
AE	100,800	4	400
AF	100,800	4	400
AG	100,800	4	400
AH	100,800	4	400
AI	100,800	4	400
Phase 2-3	6,467,000		
Total Area	8,102,020		

amazon

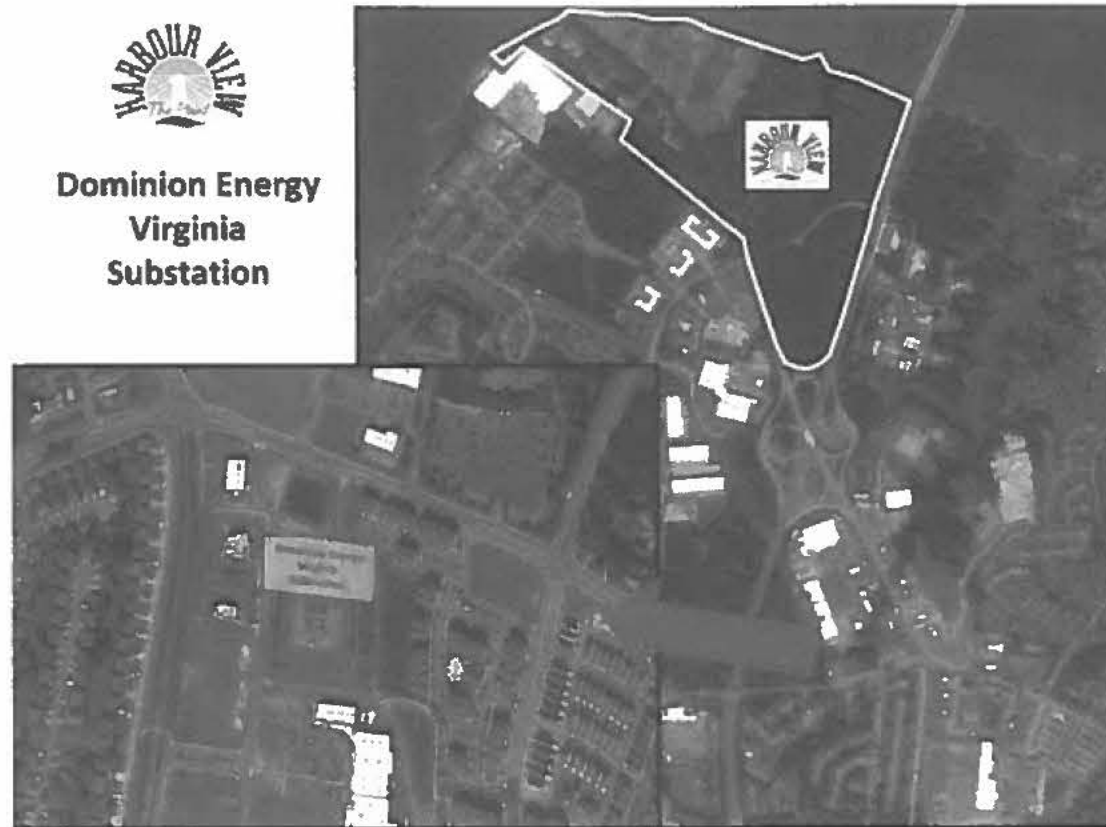
CONCEPTUAL CAMPUS MASTER PLAN
SUFFOLK, VIRGINIA
SEPTEMBER 29, 2017



The Conceptual Campus Master Plan (CCMP) for the project provides for:

- Square footage/acreage of land: 352 acres
- Existing and potential zoning at site: Commerce Park, which is appropriate for the proposed use
- Office: 8 million square feet, 35 multi-story buildings ranging from 4 to 16 stories in height
- Structured Parking: 18,080 Parking spaces, 7 buildings
- Retail: Over 132,000 square feet, 7 buildings
- Residential: 5 multi-story buildings
- Hotel: 1
- Parks/Greenspace: Multiple parks and greenspace interwoven throughout building structures
- Bike Path: Around the entire perimeter of the campus
- Boardwalk and Waterfront Park along the James River
- Water Taxi Terminal

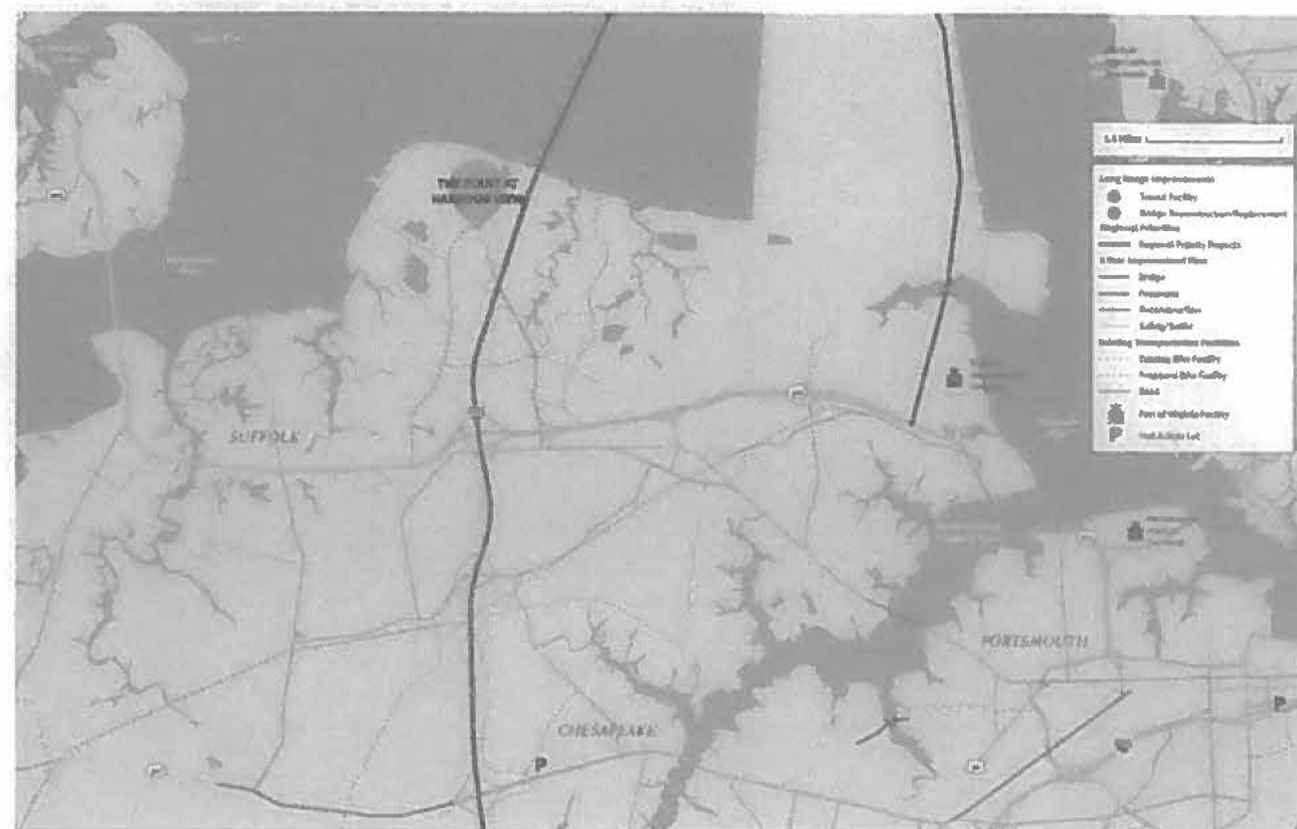
Phase I of the project is proposed on 46 of the 55 acres owned by the EDA, with nine of the acres dedicated to retail development. The CCMP proposes 1.6 million square feet of office space constructed in eight buildings ranging from five to eight stories in height. The community around HQ2 will include 92,000 square feet of retail space, two residential buildings, sufficient parking, and one hotel.



Site is prepared for full utility infrastructure

Connectivity

Geographically located in Northern Suffolk, an equal driving distance between the Virginia Beach ocean front and Colonial Williamsburg, The Point at Harbour View is easily accessible by commuters from across the Hampton Roads metro area. Strategically positioned at the southern node of the Monitor-Merrimac Bridge Tunnel that connects the region's Southside and Peninsula communities, this site will provide Amazon excellent visibility to over 64,000 daily commuters in the region and 2 million annual vacationers who pass the site in route from the D.C. area to North Carolina's Outer Banks.

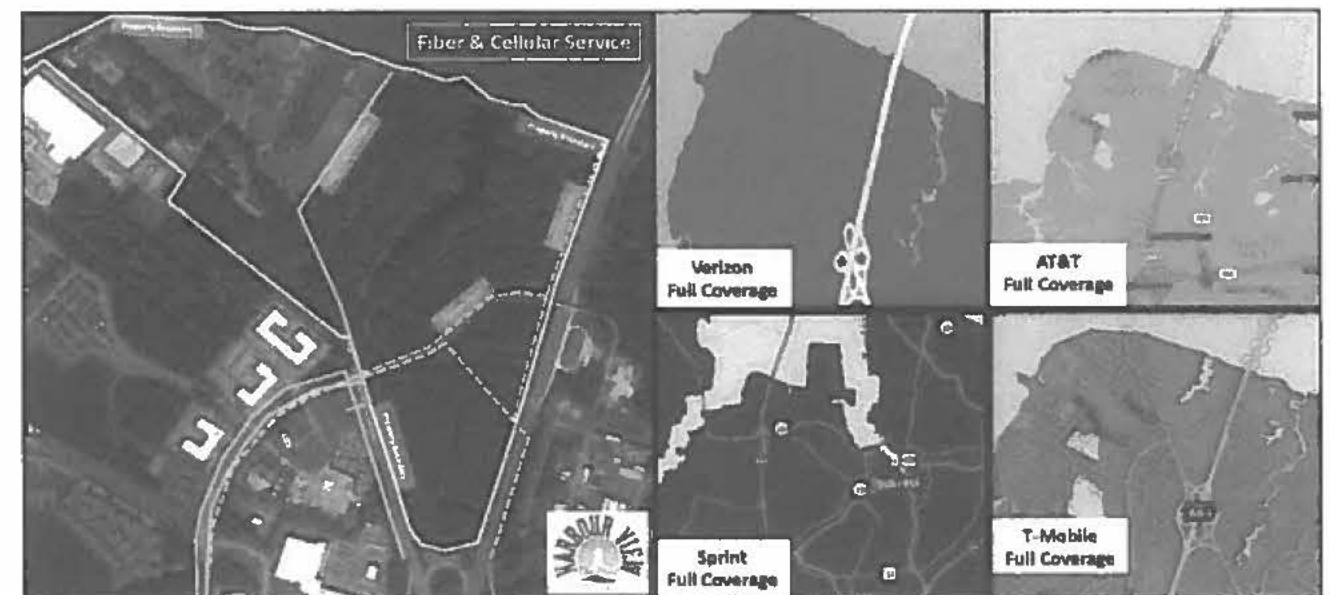


The Point at Harbour View will be further connected to the surrounding community by the addition of water taxi and bus stops, expansion of existing bike and walking paths, and construction of new highway connectors.

Suffolk Transit provides safe, cost-efficient transit services throughout the city and transfers to the region's Hampton Roads Transit system. Suffolk Transit proposes to commission the "Amazon Express": a fleet of buses sized and scheduled to provide dedicated point-to-point service from designated carpool locations to Amazon's facility at The Point at Harbour View.

Secondly, a high-speed water taxi will take advantage of the waterfront access available at The Point at Harbour View to connect HQ2 to the rest of the region. The city will pursue the establishment of a landing dock on The Point at Harbour View waterfront that will be easily accessible by foot or by way of the bike trail that will circumnavigate the entire project.

PROPOSED
WATER TAXI
DESTINATIONS



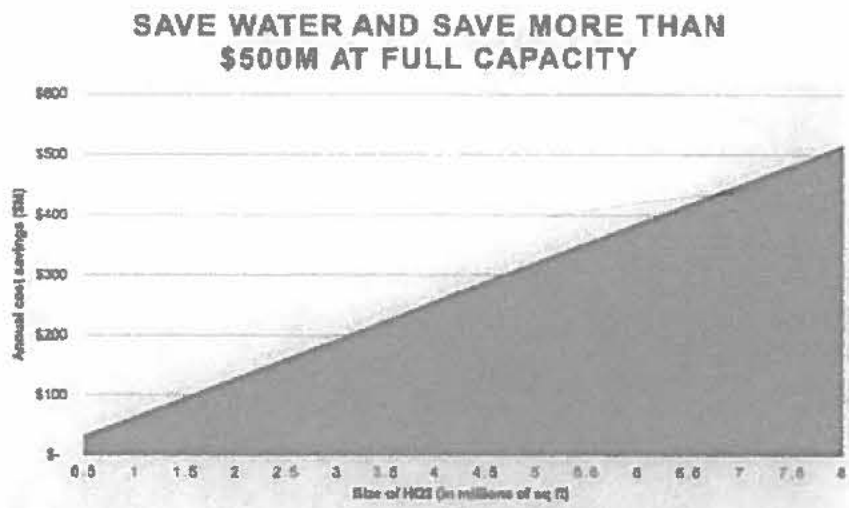
High-speed fiber and cell service will be available at the site. Spectrum/Charter is currently the lead provider of telecommunication services in the vicinity of the site and offers speeds of up to 10 Gbps. Cox Communications provides services to nearby customers in healthcare industry as well. With regard to cellular service all of the major service providers, including Verizon, Sprint, AT&T and T-Mobile provide full coverage in and around The Point at Harbour View.

Roadway improvements are already underway at the main intersection to the site where a roundabout is being constructed to provide the increased volume of traffic that will accompany the project. Plans are also under consideration for improving the I-664 interchange and all roadways that access the site.

Sustainability

WATER CONSERVATION

The Hampton Roads Sanitation District's (HRSD) Suffolk Water Treatment facility is one of two facilities in the country pursuing an innovative approach to water treatment that will offer Amazon the ability to save on operating expenses while protecting the Chesapeake Bay and its tributaries. HRSD's Sustainable Water Initiative for Tomorrow (SWIFT) Research Center will take HRSD's treated water and inject it into the Potomac Aquifer instead of discharging it into the James River. HRSD would partner with Amazon to provide this treated but non-potable water as a source for server cooling, irrigation, and fire suppression, ultimately saving HQ2 more than \$500 million annually in operating expenses at its full size.

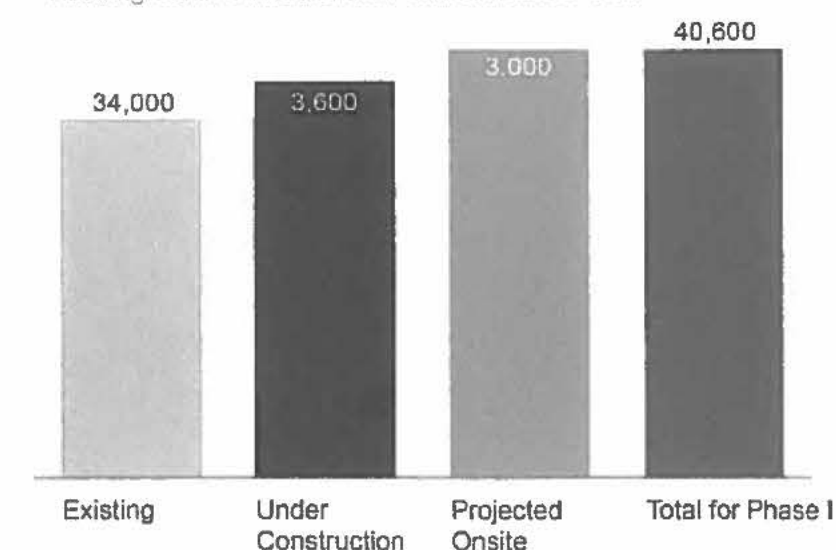


Housing

With its exciting job opportunities, strategic location, and low-cost quality of life, Suffolk is one of the fastest-growing cities in America. While the most recent census in 2010 revealed that Suffolk grew by 33%, more recent data shows that from 2000–2016 the city grew by over 40% and is projected to grow by another 40% by 2040. This residential growth has driven development of the area's medical resources as well as its national and local retail options into a vibrant community. A new outpatient medical center, cancer treatment center and urgent care facility have recently joined over 30 other medical facilities around The Point at Harbour View. In addition to existing retail options within a short drive, like movie theaters and national brands, new commercial development is envisioned in the immediate area and on the site that will give Amazonians access to their favorite restaurants, shops, and amenities within walking or biking distance.

The Point at Harbour View is located amid the area's most explosive growth, and the local infrastructure is ready for more. There are more than 34,000 households within five miles of the site; over 1,000 single and multi-family homes under construction in the last two years, and the potential for more than 2,600 additional units in the near future.

Amazonians can find their perfect home minutes from HQ2
Housing within 5 miles of the Point at Harbour View





Technology firms and the military have taken note of Suffolk as a great place to be. The ability for the city to attract talent is further demonstrated by worker commuting patterns from adjacent municipalities, which adds 27% to the city's existing labor pool each day, according to the Virginia Employment Commission. The technical aptitude of the talent of Suffolk residents and commuters is likely best exemplified by the 3,000 plus civilian and military personnel who work at either the Navy Information Forces Command (Navy Cyber Operations) or the Joint Staff J7 Joint Force Development Directorate, located just east of HQ2's future location at The Point at Harbour View.

"We truly are the best of both worlds: small town charm and hospitality in the midst of cutting-edge technologies and innovation."

Mayor Linda Johnson

Representative of the private sector technology industry's presence in the vicinity of The Point at Harbour View are:

- **Lockheed Martin Center for Innovation** - Lockheed Martin has helped revolutionize the aerospace industry through unparalleled foresight and a passion for invention. It was through this same vision that the Center for Innovation was conceptualized. Known as the 'Lighthouse' because of the iconic 40 foot recreation of a 19th century lighthouse located inside the Center's expansive atrium, the Center for Innovation provides both a physical and a virtual portal into the vast network of Lockheed Martin laboratories, research centers, and engineering facilities. Staffed by trained specialists in operations analysis, modeling and simulation, visualization, and operational domains.
- **Virginia Modeling Analysis and Simulation Center (VMASC)** - VMASC has been Old Dominion University's modeling and simulation research center since July 1997. Created at the request of the Department of Defense (DoD) to provide work force development and research and development support in modeling and simulation, VMASC's early existence consisted primarily of working with DoD in developing new modeling techniques for war gaming and with the setup of a state-of-the-art simulation facility in DoD spaces to house global war game exercises. Around 2001, VMASC began expanding its efforts into homeland security, transportation, medical, social and human behavior modeling, cyber security, and data analytics.
- **Sera-Byrn** - A private cyber security firm recognized by Cyber Security Ventures as one of the top 10 US firms in cyber security.

The eager receptiveness of elected officials to businesses interested in prospering in the City is exemplified by the following summary of new and expanding business activity for the seven year period 2010-2016:

- \$100 million: Average annual new capital investment
- 1 million: Average annual increase in new real estate square footage
- 1,000: Average annual new jobs created
- 38 and 33: Average number of new and expanding businesses respectively
- 0: The number of times business taxes have been increased



Bennett's Creek Park & Boat



Suffolk's diverse population creates a vibrant, inclusive community: the percentage of its non-white population at 48% is 10% above the average for other cities in its peer group. The city is committed to promoting diversity, creating a welcoming environment for all people. A testament to that commitment was demonstrated in 2013 when the city donated approximately 70 acres of land to the Nansemond tribe to build a replica of a 17th century Indian village and cultural center.

DIVERSITY

The pursuit of excellence in diversity has not, however, been limited to the city's focus on this issue: our entire community is behind this goal. Massimo Zanetti Beverage USA, Inc., was recognized last year for sustaining a diversified workforce, and LATINASTyle has recognized the Navy Exchange Service Command's Northeast Distribution Center multiple times in its annual Top 50 Companies in America for Latinas.

Quality of Life

RESTAURANTS

The saying "...retail follows rooftops..." is an apt maxim for the region's fastest-growing city. With more than 30 restaurants within minutes of The Point at Harbour View and plans for the construction of 132,000 square feet of commercial space onsite, Amazon employees will have nearly an endless choice of options for how they dine and spend their hard-earned paychecks.

MEDICAL CARE

Two of the region's three healthcare systems, Sentara and Bon Secours, have well established general hospitals and/or outpatient facilities near the proposed HQ2 campus. The region's only independent hospital has established a family medicine and specialty care facility proximate to The Point at Harbour View as well. When it comes to quality healthcare, future Amazonians will find a full spectrum of services within minutes of The Point at Harbour View.





Suffolk Public Schools

EDUCATION

Suffolk Public Schools (SPS) are committed to growing every student and follow a vision that all students will become life-long learners equipped with the skills, knowledge, and attitudes to succeed. From elementary to high school, students are offered a wide variety of academic and career educational courses to guide and prepare them to be productive citizens in local, national, and global society. Academic and career plans provided at every level help students to decide class schedules. STEM nights, computer coding workshops, and career days help students explore their talents and learn from professionals. High school career coaches advise students on colleges and courses available for transfer. Highly rated by parents as academically challenging, SPS high schools also offer rigorous college prep and specialty programs.

The 352 acres represented by The Point at Harbour View has two owners: the Economic Development Authority of the City of Suffolk (55 acres) and the Tidewater Community College Real Estate Foundation (297 acres). All land required for Amazon HQ2 buildings will be provided free of charge, a total of up to 246 acres.

The Economic Development Authority of the City of Suffolk (EDA) is a political subdivision of the Commonwealth of Virginia. The EDA is governed by a Board of Directors in which all powers of the EDA are vested and which Board is composed of eight directors appointed by the Council of the City of Suffolk in accordance with provisions of Section 15.2-4904 of the 1950 Code of Virginia, as amended.

The Tidewater Community College Real Estate Foundation (TCCREF) is a Virginia nonprofit, non-stock corporation that furthers the Tidewater Community College (TCC) mission through the sale, development and leasing of property. It is legally separate from the college and from the TCC Educational Foundation, TCC's philanthropic arm. The TCCREF was incorporated in December 2005. It is guided by a Board of Directors, who make up a dynamic cross-section of the real estate industry, from development to banking to legal to construction to architecture.

Suffolk's proposal on permitting would break the process into three separate, yet continuous permit approvals: (1) engineering plan for site infrastructure, (2) erosion and sediment control for Amazon building/parking structures, and (3) site plan for building. Suffolk has had success with this approach on previous high priority projects. This allows for immediate site activity for infrastructure and site work while the more detailed building plans are designed and reviewed. Suffolk anticipates having the engineering and erosion and sediment control plans approval within 10 days. The building site plan would take approximately 30 days for approval. Suffolk will have an interactive review process in which Amazon will have one point of contact in the City to champion the project and ensure each submittal receives immediate attention.



NEWPORT NEWS

1.5 hrs to Richmond

James River

HAMPTON



NORFOLK

ORF

VIRGINIA BEACH
TOWN CENTER

PORTSMOUTH

SUFFOLK

CHESAPEAKE



Chesapeake Bay



Atlantic Ocean

Point of Wight

VIRGINIA BEACH

HamptonRoads.AmznHQ2.com 137



amazon



VIRGINIA BEACH

Virginia Beach Oceanfront

Virginia Beach Town Center



Virginia Beach, Virginia's largest city, is excited to compete for the Amazon HQ2 project. There are a lot of reasons we believe we offer Amazon the best opportunity to attract 50,000 of the world's most talented people to become the next generation of Amazonians: an urban campus that Amazon can help shape for the future; world-class digital technology infrastructure; demonstrated commitment to sustainability; and an understanding of the world view that our futures will be determined by how well communities connect their people globally—it's an obligation that leaders should feel, and we understand that here in Virginia Beach.



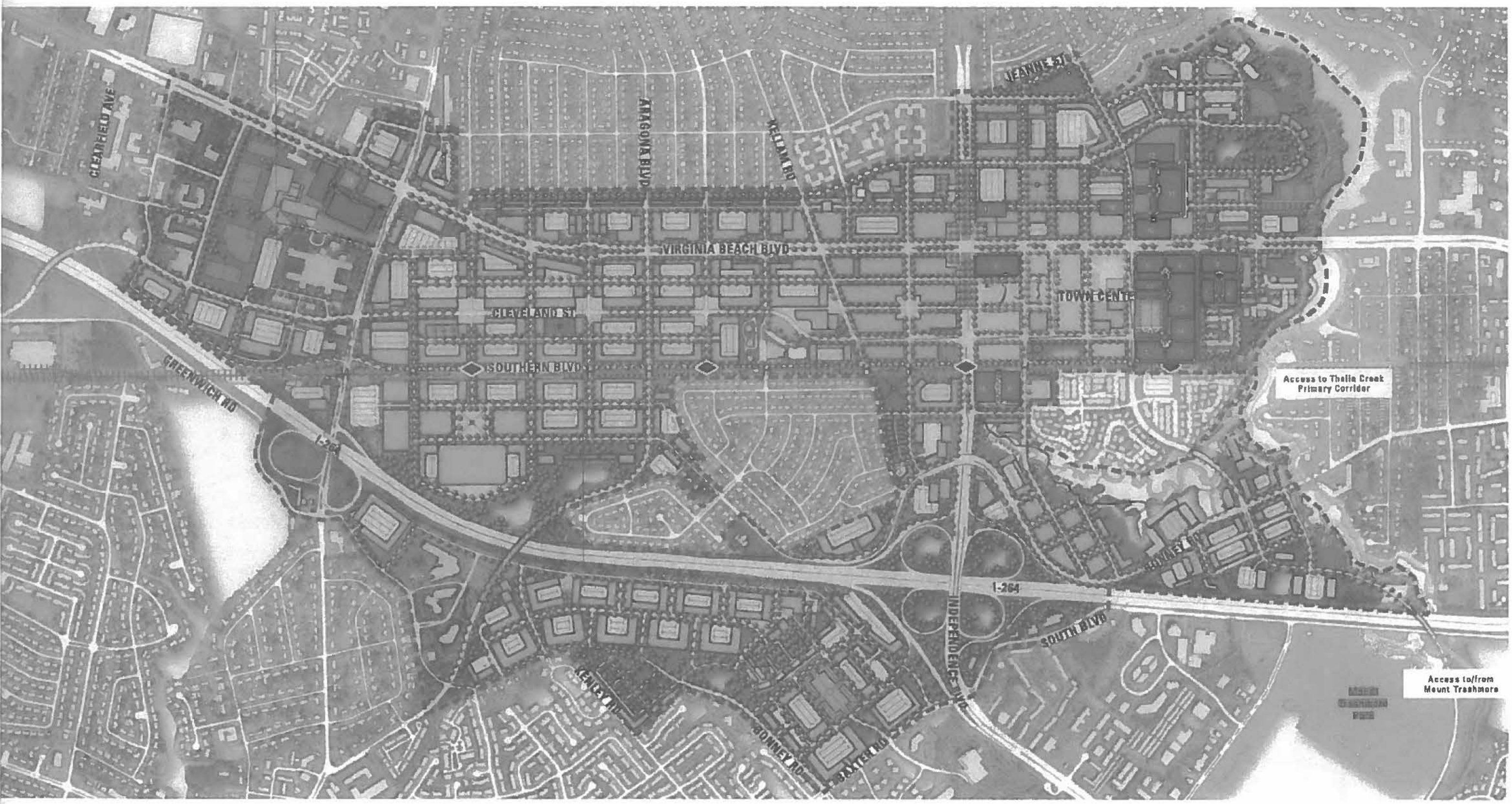
Virginia Beach Boardwalk

Introduction

With more than 450,000 residents, Virginia Beach is the most populous city in Virginia and one of the largest and safest in the nation. It is a well-rounded city recognized for innovation, quality of life, and excellence in education and services. Virginia Beach also offers Amazon an inclusive city with a true sense of community, a diverse population and experience in partnering with innovative businesses to create a shared vision for the future. This vision is defined by exciting and diverse neighborhoods, a thriving economy, and life-long learning opportunities that create a place where all citizens can connect and live a truly global experience. The City of Virginia Beach already welcomes more than 15 million visitors each year—we can't wait to welcome 50,000 Amazonians as our new neighbors.



Town Center New Year's Eve Celebration



Site Information

Your proposed site is located within a relatively new mixed-use urban center, the heartbeat of the City's Central Business District. Town Center is a 24-block mixed-use, master-planned development located within the 1,200-acre Pembroke Strategic Growth Area (SGA). The Virginia Beach City Council in 2008 incorporated into the city's Comprehensive Land Use Plan a project for continued redevelopment of the SGA into a high-density, central urban core with a vertical mix of urban uses, great streets, mobility and mass transit alternatives, bike paths and greenways, urban gathering places (including cultural and performing arts), environmental and neighborhood protection, "green" buildings, and infrastructure opportunities providing a variety of civic, commercial, artistic, and ethnically diverse areas all within a Transit Oriented Development principle.

Town Center is a public-private partnership between the City of Virginia Beach and Armada Hoffer Properties, Inc., a publicly traded REIT headquartered in Virginia Beach. As a city, we're experienced in seeking the right kind of partnerships with the right kind of partners to create and implement an exciting shared vision for the future. Sites proposed for Amazon Center are owned and controlled by one of two entities.

- Warren Harris, Director of the Virginia Beach Department of Economic Development

- Virginia Beach Department of Economic Development is the economic development office for the City of Virginia Beach, located in southeastern Virginia along the East Coast, at the mouth of the Chesapeake Bay.

- Lou Haddad, President & Chief Executive Office of Armada Hoffer Properties, Inc.

- Armada Hoffer Properties (NYSE: AHH) is a publicly traded REIT headquartered in Virginia Beach. Founded in 1979, Armada Hoffer is a full-service real estate company specializing in the development, construction, and ownership of institutional-grade real estate located in the Mid-Atlantic and Southeastern United States. The company has an operating portfolio of 4.4 million rentable square feet and approximately 1,200 apartment units. They have formed in excess of 20 public-private partnerships to date, including their Tax Increment Financing District partnership with the City of Virginia Beach for the development of Town Center (\$110 million public investment and \$500 million private investment). One of their largest projects was the construction of the world headquarters for Legg Mason in Baltimore's Inner Harbor.

Town Center currently includes more than 1 million square feet of Class "A" office space, 803 residences, a 1,300-seat performing arts theater, 650,000 square feet of leased retail space, approximately 200,000 square feet of entertainment space, a 236-key Westin Hotel, and a 176-key Hilton Garden Inn.

Town Center itself can accommodate at least 8.1 million square feet of new office space for the Amazon HQ2 campus on approximately 45 acres of land, while the remainder of the 1,200-acre Pembroke SGA can accommodate additional office, retail, residential, and services development/redevelopment.

A 15-building urban campus is proposed for this project, totaling more than 8.1 million square feet. Public parking garages, provided as part of an existing Tax Increment Financing District, would add nearly 26,000 additional parking spaces to the District. Land for additional parking is available if necessary throughout the Central Business District/SGA.

The first development site would include a green plaza with a water feature, nearly 3.9 million square feet of office space, and 12,400 free structured parking spaces. Siting of parking garages can be spread throughout the CBD to minimize negative impact on traffic flow.

Buildings would be connected via greenspace, bike and pedestrian-friendly paths, wide streets, and sidewalks. Buildings 10-12 would connect across Virginia Beach Boulevard with an elevated pedestrian walkway that would be paid for as part of the overall streetscape improvements necessary for this project.

All but portions of two properties carry "CBC" zoning designation which permits high density urban-scale development patterns with

zero setbacks, no height limitations, no density limits and no FAR restrictions. This zoning designation was created by the City specifically for the Central Business District to accommodate high-density urban development patterns. The remainder of the Pembroke SGA is designated for similar development patterns under the city's Comprehensive Land Use Plan. Parking requirements are flexible and determined as part of the pre-development process in partnership with the developer.

Adequate water and wastewater infrastructure is in place, and any required improvements would be provided by the City of Virginia Beach. Dominion Energy provides electric power, and a substation is located within the Town Center development. The City has also installed multiple charging stations for electric cars in Town Center and throughout the city. Additionally, every new construction project in Town Center is constructed to meet LEED certification requirements.

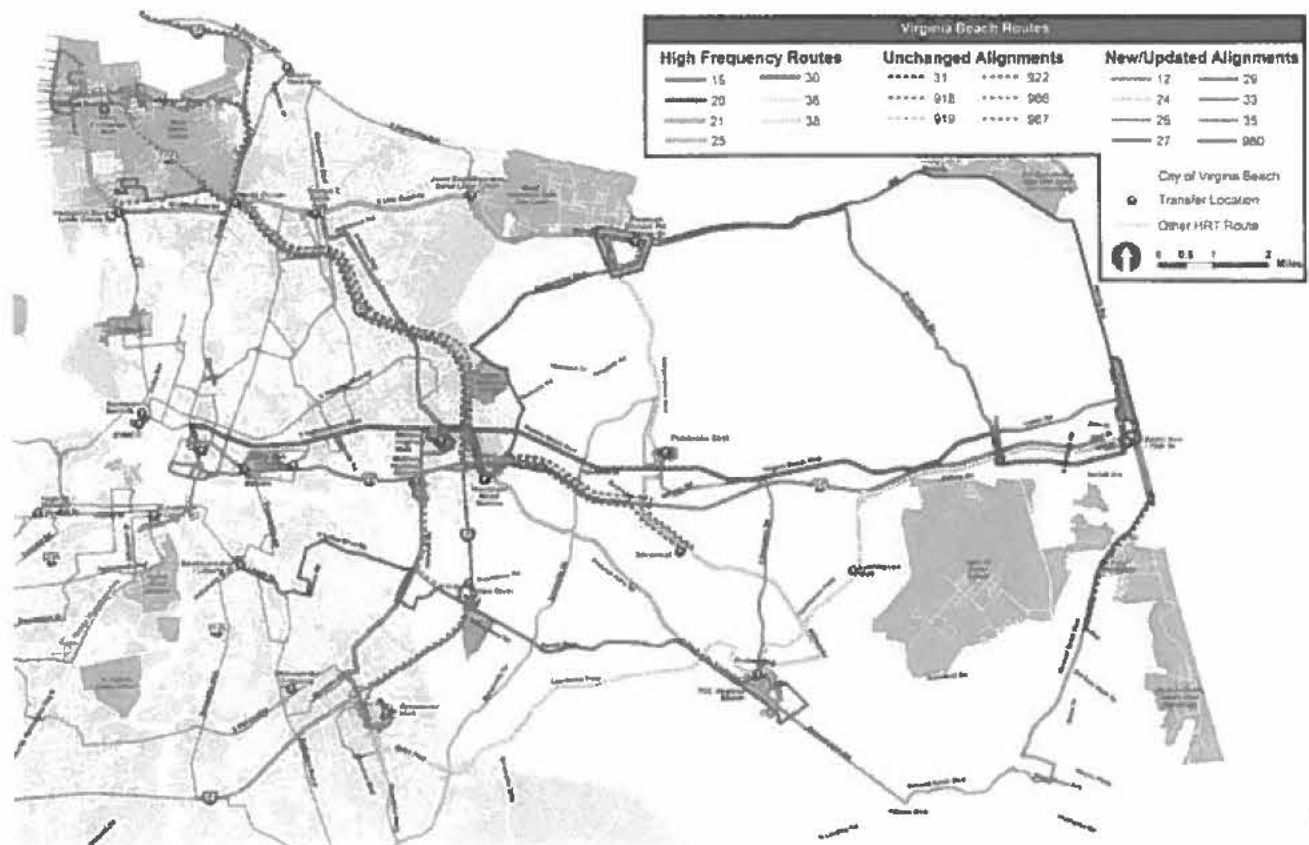


Brock Environmental Center

The City of Virginia Beach is ranked #2 on the EPA's 2017 Energy Star Top Mid-Size Cities list for its leadership and stewardship in incorporating sustainable practices, policies, and directives. Commercial property owners and developers are incentivized to construct energy-efficient buildings through the City's Energy Efficient Real Estate Tax Rate program, which provides a \$0.15 per \$100 assessed-value reduction in the real estate tax rate for buildings that are certified "energy efficient." The City also offers several green and energy conservation programs for its business customers as well as its residents. With this in mind, the concept plans for the Amazon Campus at Town Center incorporate green space and water features, connections to existing and planned biking and walking trails, and publicly funded streetscapes with wide sidewalks.

Currently, Town Center is comprised of a variety of public spaces. It is a 5-minute walk from the Thalia Greenway, an urban greenway along Thalia Creek that connects Town Center with adjacent neighborhoods, and a 5-minute drive from Mount Trashmore Park, a 165-acre public City park that features a lake, walking trails, sports and recreation courts, picnic facilities and a 24,000 square-foot skate park.

The Brock Environmental Center exemplifies the City's commitment to securing a sustainable future. Developed with the Chesapeake Bay Foundation, the building is one of the most energy efficient, environmentally smart buildings in the world, producing 83% more energy than it uses. And it sits on 1.18 acres of waterfront land protected by the City and the Trust for Public Land.



TRANSPORTATION

Nearly half of the MSA population is within a 20 minute drive time of Town Center (820,000 residents). Town Center is approximately 3 miles from the Newtown Road Station (eastern terminus) for The Tide, a 10-mile regional light rail starter line. Town Center is served by two public bus routes: one that connects the historic urban core of Downtown Norfolk to the west with the Virginia Beach Oceanfront to the east, and one that connects to the Tidewater Community College Virginia Beach Campus to the south. Town Center is accessible from Interstate 264, an 8-lane east/west interstate highway, via four full interchanges within 4 miles. Virginia Beach Boulevard, an 8-lane east/west arterial, also serves the site. North/south access is available via 4 full interstate interchanges within a 5 mile distance. Approximately \$600 million worth of road projects are either under way or approved to improve vehicular access to the site.

Town Center is a walkable new urban development, with wide sidewalks and enhanced streetscapes. It is physically connected to nearby commercial and residential developments by sidewalks, wide

streets and a strong regional public transportation network. The site is located 9 miles from Norfolk International Airport (approximately 16 minute drive time).

Virginia Beach is part of the Hampton Roads Regional Transit Authority (HRT), with a mix of public transportation options serving the site including buses and dedicated vans. A bus transfer station is located within walking distance of the proposed site, and HRT has announced plans to expand service to Town Center with additional routes.

A dedicated 10 mile long public transportation corridor owned by the city runs adjacent to the site, from the current eastern terminus of The Tide light rail line to the oceanfront resort area. The corridor is currently programmed for creation of a multi-purpose (recreational and commuter) shared use path. In addition, plans have already been developed for extension of The Tide light rail line from its current eastern terminus; Phase One would extend the line to Town Center, adjacent to the proposed Amazon HQ2 location. Ultimately, the system would extend east to the Virginia Beach Oceanfront.

Town Center is bounded on the south and east by Thalia Creek, a tributary of the Lynnhaven River. Thalia Creek forms a beautiful, natural buffer between Town Center and the nearby residential neighborhoods and provides improved pedestrian access between Town Center and the neighborhoods. The Greenway is being improved through four phases as a linear corridor of protected open space, often including trails and following natural land and/or water features linking parks, urban centers and residential districts with each other. Scheduled completion date is May 2018.



Town Center of Virginia Beach



Housing

Town Center is a mixed-use urban development that includes a mix of apartment and condominium housing options. Currently there are over 68,000 housing units within three miles and plans for an additional 12,000.

- Westin Hotel and Residences: a 38-story high rise with 119 luxury condominiums over a four star hotel and conference center
- Studio 56: condominium and apartment building, fronting a public plaza across from the Sandler Center for the Performing Arts; first floor McCormick & Schmick's restaurant
- The Cosmopolitan Apartments: pet friendly, apartment complex that includes a 3 story garage and first floor retail
- Encore 4505: apartment complex, immediately across the street from the proposed Amazon campus offering a mix of studio options

There are 55,000 single family housing units (39 percent renters) with a median home value of \$252,342, as well as nearly 13,000 multi-family units (excluding senior communities) at a variety of price points located within a 3-mile radius of Town Center. Nearly 13,000 rental apartment units are within a 3 mile radius with price points ranging from \$700 to \$1,600 per month.

The approved strategic development plan for the nearly 1,300 acre Central Business District calls for an additional 12,000 urban-style residential units to be accompanied by 5.5 million square feet of non-office commercial development (retail, dining) and 2,400 new hotel rooms. These units will be connected to the Amazon campus via integrated shared use paths, sidewalks and streets with enhanced streetscape, in accordance with the Pembroke Strategic Growth Area Plan that was adopted by Virginia Beach City Council in 2010.



Fresh coastal seafood



Virginia Beach Amphitheater



Standup paddle boarding at Virginia Beach

DINING

Virginia Beach is rich in both shopping and dining experiences, with 11 major retail districts highlighted by Town Center and the Pembroke Central Business District. A diversity of restaurant options exists in these established districts, as well as throughout every neighborhood of the city.

Within Town Center proper, there are 18 restaurants, both local and national:

LOCAL	NATIONAL
Confetti Café & Gelato	Bravo Cucina Italiana
Daily Grind Café & Bakery	California Pizza Kitchen
Keegan's Irish Pub	Gordon Biersch
Saffron Indian Bistro	Jimmy John's
Sonoma Wine Bar & Bistro	McCormick & Schmick's
Zushi Japanese Bistro	P.F. Changs
Twist Martini Bar	Ruth's Chris Steak House
Art Institute of Virginia	Cheesecake Factory
	Tupelo Honey Café
	Yard House

Within 10 minutes of the site are more than 100 additional restaurants, from hot dog & sandwich shops to four star dining. After work, within a 15 minute drive of Town Center are some of the most relaxing and fun local waterfront restaurants to be found anywhere.

THE ARTS

Town Center is the centerpiece of the City's bustling arts community, anchored by the Sandler Center for the Performing Arts. Dedicated in 2007, the Sandler Center is one of the nation's most acoustically sound venues for the arts and offers a diverse calendar of over 170 performances and events each year for close to 200,000 patrons. The Sandler Center also houses its own art gallery as well as a collection of Toshio Iezumi Glass sculptures. Resident companies include: Ballet Virginia International, Symphoncity, Governor's School for the Arts, Tidewater Winds, Virginia Arts Festival, Virginia Beach Chorale, Virginia Beach Forum, Virginia Musical Theater, and The Virginia Symphony Orchestra.

Among the biggest events in Town Center is the YNot Italian Summer Concert Series, hosted on the Sandler Center Plaza every Wednesday afternoon during the summer. This free concert series is open to the public, featuring an eclectic lineup of musical acts, as well as a Farmer's Market.

In close proximity to Town Center are such great places as the 20,000 seat Virginia Beach Amphitheater, MOCA (Virginia Museum of Contemporary Art), the world-renowned Chrysler Museum of Art, the Harrison Opera House and other performing and visual arts venues.

PARKS & RECREATION

Creation of new public space is a key component of the City's proposal for Amazon. The campus will feature green space, trails/bike paths and water features. In addition, the 165 acre Mount Trashmore city park is within a 10 minute bike ride of Town Center. The park includes hills over 60 feet high, a lake, 24,000 square foot skate park, a handicapped-accessible children's playground, picnic and playground areas, basketball and volleyball facilities, multiple walking trails and a mountain trail. The Thalia Creek Greenway runs adjacent to Town Center, connecting it with the Lynnhaven River and Chesapeake Bay. A canoe/kayak launch site is open for public access, only ½ mile from Town Center. A number of private fitness centers are available within close proximity to Town Center. The City of Virginia Beach also boasts a total of seven city recreation centers featuring state-of-the-art facilities.

SAFETY

Virginia Beach is one of the safest cities of its size in America; among cities with populations of 350,000 to 900,000 it has the second lowest crime rate per 1,000 residents (23.4) and is the same as when the modern city of Virginia Beach was formed in 1963.

Town Center and the Central Business District are located in the City's Third Precinct, which has the lowest number of calls for service in the entire city.

Project Economics

The majority of the property proposed for the Amazon HQ2 campus is owned by either Armada Hoffler Development or the City of Virginia Beach;

Phase one property is an existing retail center by Armada Hoffler, who has already been working with the City on a master redevelopment plan [REDACTED] As a publicly-traded REIT with well-established development and construction divisions, Armada Hoffler would prefer to serve as master developer for the HQ2 project and enter into a lease scenario with Amazon. As an alternative, they would entertain selling the land.

Any property owned by the City of Virginia Beach would be contributed to the project.

Because of the complexity of these real estate transactions, realistic lease and/or land prices will be developed after all parties have the opportunity to enter into direct discussions.

There are no FAR restrictions for Town Center; all but portions of two properties carry "CBC" zoning designation which permits high density urban-scale development patterns with zero setbacks, no height limitations, no density limits and no FAR restrictions. Parking requirements are flexible and determined as part of the pre-development process in partnership with the developer. [REDACTED]



The City of Virginia Beach offers a streamlined development review process for Amazon. The Department of Economic Development's Project Development Coordinator will be the company's primary point of contact for development of all phases, and he will liaison between the developer/company and the City's development review team to ensure a smooth, efficient and effective development process. A special team will be established to expedite the process for this project. Upon selecting Virginia Beach as the location for HQ2, the company and Economic Development staff will create a Development Agreement to be approved by the Virginia Beach Development Authority and City Council. Design and foundation work can begin within 90 days of approval of the Development Agreement. Once the Development Agreement is approved, the company/developer can submit the following initial permits, which can be reviewed and processed concurrently:

- Erosion and Sediment Control: 30-45 days (staff approval)
- Demolition Permit: 2 to 3 weeks (staff approval)
- Site Plan Review: 4 weeks
 - Land Disturbance Permit: Part of site plan release
- Building Plan Review: 2 to 4 weeks
- Right of Way, Utility, Drainage Plan: 1 to 2 weeks

Appendices

Letters of Support



COMMONWEALTH of VIRGINIA

Office of the Governor

Terence R. McAuliffe
Governor

October 16, 2017

Mr. Jeff Bezos
Chief Executive Officer
Amazon
2121 7th Avenue
Seattle, WA 98121

Dear Mr. Bezos:

As Governor of the Commonwealth of Virginia, it is my distinct honor to propose Virginia as the future home of Amazon HQ2.

It has been exciting to see Amazon prosper in the Commonwealth, with the support of state, regional, and local partners with you every step of the way. The company has played a pivotal role in our efforts to diversify and build the new Virginia economy with steady growth in fulfillment operations, web services, data centers, and renewable energy deployment throughout the state. In fact, Virginia is now recognized as one of the leading states in the nation for renewable energy development and job creation related to that important and growing sector.

Amazon and Virginia have a lot in common. Your customers come first, and in Virginia, we put corporate partners first.

Your leaders are innovative, open to new ideas, always seek improvement, and demand exceptional talent. You know firsthand that the same is true in Virginia. The expansion of Amazon's footprint across the Commonwealth is a testament to our workforce and business climate. We are committed to offering the best technology talent and infrastructure in the nation, and will never stop striving for improvement.

Virginia has a world-class workforce that is due, in part, to our commitment to invest in workforce education and training. We want to ensure that Virginia businesses have access to a qualified, job-ready workforce. Since 2014, Virginia has increased the number of non-degree, industry-recognized credentials aligned with STEM-intensive occupations by 36%, and now awards more than 50,000 such credentials annually throughout the public workforce system. Virginia has the nation's highest concentration of workers in Computer and Mathematical

Patrick Henry Building • 1111 East Broad Street • Richmond, Virginia 23219
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www.governor.virginia.gov

Mr. Jeff Bezos
October 16, 2017
Page 2

Occupations, a rank we expect to maintain through continued investment in response to the needs of business and industry.

While we pride ourselves on excellence, the cornerstone of Virginia's business reputation is integrity. You will not find a more loyal and trustworthy team to help your company navigate, and we will be your champion at every turn.

Amazon leaders possess strong judgment and good instincts, and so does Virginia. We know that HQ2 belongs in the Commonwealth, and we want to prove it to you.

The first English settlement in North America began in Virginia as a global business venture, and, more than 400 years later, the Commonwealth still represents the gateway for enterprise. We want Amazon HQ2 to become part of Virginia's rich history.

We look forward to hosting you in Virginia during the site selection process.

Sincerely,

Terence R. McAuliffe

United States Senate

WASHINGTON, DC 20510

October 18, 2017

Jeff Bezos
Chief Executive Officer
Amazon
2121 7th Avenue
Seattle, WA 98121

Dear Mr. Bezos:

As members of the United States Senate and as former Governors for the Commonwealth of Virginia, we add our support to every local, regional, and state official in assuring Amazon that Virginia is the best location for your next expansion - HQ2.

The Commonwealth has business success in its DNA. The success and diversity of companies that call Virginia home is a testament to what can be accomplished in the Commonwealth.

Virginia continues to play a critical and rapidly growing role in the technology industry. The Commonwealth has the second-highest concentration of tech workers in the nation. And with some of the world's leading research universities, Virginia is committed to providing Amazon with a talent pool that is consistently prepared for changing technologies, delivering a pipeline of skilled applicants for Amazon.

We want to work with Amazon to foster the innovation of technology companies in the U.S., starting right here in the Commonwealth of Virginia. Here in Virginia, we insist on high standards and think big, too. Let us show you what Virginia and Amazon can accomplish together.

Sincerely,


MARK R. WARNER
United States Senator


TIM KAINE
United States Senator

"Amazon leaders possess strong judgment and good instincts, and so does Virginia. We know that HQ2 belongs in the Commonwealth, and we want to prove it to you."

Governor Terry McAuliffe



COMMONWEALTH of VIRGINIA

Office of the Lieutenant Governor

Ralph S. Northam
Lieutenant Governor

October 18, 2017

(804) 786-2075
Fax: (804) 786-7514
TTY/TDD: 1-800-525-1120
EMAIL: lrgov@hgov.virginia.gov

Mr. Jeff Bezos
Chief Executive Officer
Amazon
2121 7th Avenue
Seattle, WA 98121

Dear Mr. Bezos:

As the Lieutenant Governor of the Commonwealth of Virginia and the Democratic nominee for Governor, I pledge my unwavering support for Amazon's growth in the Commonwealth.

Virginia is known for its bipartisan success in winning major projects, and both sides of the aisle agree: We want Amazon HQ2.

Companies continue to choose Virginia for its strategic Mid-Atlantic location that is within a one-day drive of approximately 43 percent of the U.S. population, with multiple national and international gateways. Add a pro-business environment underpinned by exceptional transportation and utility infrastructure, America's best public higher education system, a growing and highly talented workforce, and excellent quality of life, and the Commonwealth offers many critical location factors that corporate decision-makers are seeking.

I am committed to bolstering Virginia's centuries-old legacy by adapting business solutions, education, and skills training to provide a workforce and business climate geared to 21st century demands.

Through Virginia's submission for HQ2, we demonstrate that the Commonwealth is well-positioned to serve as a key base of operations. I have every confidence that Virginia will match Amazon's caliber by providing the highest standard of performance and innovation.

Thank you for considering the Commonwealth for Amazon HQ2. It would be a great privilege to host you in Virginia.

Sincerely,

Ralph Northam

Post Office Box 1195 • Richmond, Virginia 23218



EDFORVIRGINIA.COM

October 17, 2017

Mr. Jeff Bezos
Chief Executive Officer
Amazon
2121 7th Avenue
Seattle, WA 98121

Dear Mr. Bezos:

As the Republican nominee for Governor in the Commonwealth of Virginia, I want to make clear my support for Amazon to bring your second headquarters (HQ2) to Virginia.

In the Commonwealth, we have long-standing traditions of working across the aisle in a bipartisan manner for the greater good of our citizens. Should I have the opportunity to serve as Governor of Virginia, I will be a thoughtful, bipartisan leader committed to enacting policies that favor economic growth, job creation and prosperity for all Virginians.

Virginia is home to world-class universities and research centers. We are also home to a population that is talented, hardworking, and we are known for our signature warm hospitality. It is my hope that you will chose to call Virginia home to HQ2 and that you will partner with us in this exciting next phase of Amazon's growth.

If I am entrusted with the governorship, I commit to you that the Commonwealth of Virginia will be a partner to Amazon and looks forward to growing with you.

Sincerely,

Ed Gillespie

PAID FOR AND AUTHORIZED BY ED GILLESPIE FOR GOVERNOR

October 4, 2017

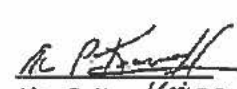
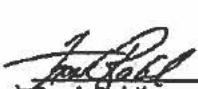
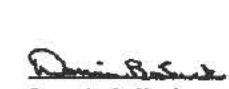
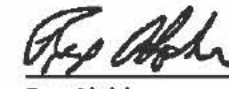
Attn: Amazon Evaluation Committee

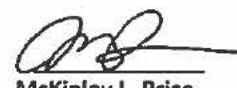
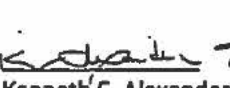
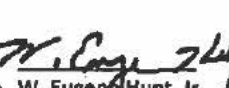
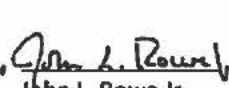
When 11 elected leaders of independent cities and counties in Hampton Roads agree on a single objective, something truly extraordinary begins to take shape. Such is the case with the collaborative effort to bring Amazon's search for a second headquarters location to a successful conclusion: the Hampton Roads area of Virginia is the right place at the right time for Amazon.




The region boasts a low cost of living and high quality of life that offers urban, suburban, rural, and coastal living and working options. It is home to a diverse and educated workforce, the largest naval base in the world and the third largest port on the east coast. Soon, the highest-capacity, most advanced data cable ever to cross the Atlantic will come ashore here and will transform the connected capabilities of companies like Microsoft, Facebook, Telxius and Amazon. And we're just getting started.

We invite you to explore everything our communities have to offer. One visit and you will see why the second headquarters location should be right here in Hampton Roads.

Sincerely,

			
Alan P. Krasnoff, DC Mayor City of Chesapeake	Frank Rabil Mayor City of Franklin	Donnie R. Tuck Mayor City of Hampton	Rex Alphin County Supervisor Chair Isle of Wight County

			
McKinley L. Price Mayor City of Newport News	Kenneth C. Alexander Mayor City of Norfolk	W. Eugene Hunt, Jr. Mayor City of Poquoson	John L. Rowe Jr. Mayor City of Portsmouth

		
Dallas Jones County Supervisor Chair Southampton County	Linda Johnson Mayor City of Suffolk	William D. Sessoms Mayor City of Virginia Beach



October 5, 2017

phone 757 627 2315
toll-free 800 422 5088
fax 757 623 3081
url hroda.com

Attn: Amazon Election Committee

As Chair of the Hampton Roads Economic Development Alliance and during many years of active involvement in our community's regional economic development efforts, I have witnessed first-hand the invaluable role the Alliance plays in facilitating strong partnerships throughout the Hampton Roads region.

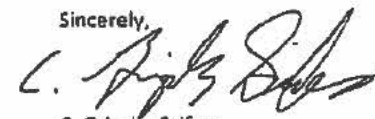
Our distinctive communities are what make Hampton Roads unique; steeped in rich tradition and history, each locality has its distinctive and dynamic attributes which drive opportunities to strengthen our region's value proposition. As one region of distinct community brands supported by our Commonwealth, Port, Military and Federal Facilities and an active business community, we have ample versatility. Hampton Roads celebrates its differences as assets rather than challenges.

For 20 years, the Alliance has served as a bridge, fostering regional collaboration between private and public constituencies. As the only regional business recruitment organization, the Alliance's activities are designed to advance the economic interests of its eleven-member jurisdictions which include the cities of Chesapeake, Franklin, Hampton, Newport News, Norfolk, Poquoson, Portsmouth, Suffolk and Virginia Beach and the counties of Isle of Wight and Southampton. We also are proud to represent over 70 investors and stakeholders, including influential companies like TowneBank, SunTrust Bank, Virginia Port Authority, Cox Communications, Sentara Healthcare, BB&T, Dominion Virginia Power and many others who believe in our mission to aggressively market the competitive advantages of Hampton Roads as the primary region of choice for economic investment, business expansion and high-wage job growth.

The Alliance also is involved in a Regional Roundtable where community leaders meet monthly to discuss regional challenges and opportunities and how to be of assistance to one another. This Roundtable is comprised of the heads of the Hampton Roads Chamber of Commerce, Hampton Roads Military and Federal Facilities Alliance, Hampton Roads Planning District Commission, Hampton Roads Transportation Accountability Commission, Opportunity Inc., Peninsula Council for Workforce Development, Reinvent Hampton Roads, Virginia Peninsula Chamber of Commerce, Virginia Ship Repair Association and Hampton Roads Economic Development Alliance. These strong partnerships demonstrate our commitment to working together as one unified region.

We hope Amazon, and its employees and associates, will make Hampton Roads its second headquarters location and become part of a regional community that provides an unmatched quality of life for its residents and businesses.

Sincerely,


C. Grigsby Scifres
Chair

hampton roads economic development alliance | 500 main street, suite 1000 | norton, va 23070 usa



Means Business



500 East Main Street, Suite 780
Norfolk, VA 23510
757.622.2312
HamptonRoadsChamber.com

Attention: Amazon Evaluation Committee,

The Hampton Roads Chamber Means Business! Our mission is to boldly and aggressively set the conditions for businesses to succeed in Hampton Roads and the Commonwealth of Virginia. We know unequivocally Amazon would achieve continued high levels of success by locating a second headquarters here. Hampton Roads is a diverse, inclusive and exciting region comprised of thirteen associated municipalities. As such we are uniquely postured for Amazon's continued and future success. Bringing Amazon to Hampton Roads will be a game changer for both. Here's why:

- **TALENTED WORKFORCE** – Amazon needs talented workers and Hampton Roads has them. In fact, with Hampton Roads possessing one of the largest populations of veterans and transitioning military in the nation and a unique system in place to help them find employment it has become the employment region of choice for America's heroes. Additionally, a recent study for Time Magazine listed Hampton Roads as the top location for millennials to relocate to, with a growth rate of 16.4 percent between 2010 and 2015 proving that Hampton Roads is desirable to younger workers looking for high wages, a great quality of life, accredited schools, and access to further education.
- **BUSINESS CLIMATE** – Hampton Roads is one of the best places to do business in the nation. With our low cost of living, low corporate taxes, pro-business elected officials (local, state and federal) and a great quality of life, businesses thrive in Hampton Roads. All these favorable conditions are supported by the largest, most aggressive chamber in the Commonwealth to ensure businesses succeed.
- **CONNECTIVITY** – Hampton Roads is the "Gateway" to the east coast and mid west! We are known for moving people, goods and data. We have the largest natural deep water port on the east coast and it is building capacity. We have a mature transportation infrastructure which is rapidly being improved. And we are proud to have been selected as the embarkation point for numerous transatlantic cables which will exponentially increase our broadband capacity.
- **CULTURE/QUALITY OF PLACE** – Hampton Roads is very proud of its diversity inclusion, affordable cost of living, high quality school systems, low crime rates and variety of recreation and entertainment venues. Quite simply we get to live, work and raise our families in a region others come to vacation.

The Hampton Roads Chamber and its 1700 young professionals are prepared and postured with experienced business leaders and key stakeholder networks to assist Amazon in any way and we encourage you to seek us out if you have any questions during your decision process.

We truly believe Amazon in Hampton Roads is a perfect fit and look forward to welcoming you to America's First Region.

Sincerely,


Bryan K. Stephens
President & CEO
Hampton Roads Chamber

STRATEGIC PARTNERS

Bank of America . BB&T . Bon Secours Virginia Health System . Chesapeake Regional Healthcare . Clark Nexsen
Cox Communications . Dominion Energy . Farm Fresh . GEICO . Kroger . Norfolk Southern Corp.
Old Dominion University . Old Point National Bank . Opportunity Inc . Optima Health . Pilot Media
Sentara Healthcare . Southern Bank . STHL Suntrust . The Port of Virginia . TowneBank
Walmart Stores, Inc . Wells Fargo



JOHN F. REINHART
CEO AND EXECUTIVE DIRECTOR
600 WORLD TRADE CENTER, NORFOLK, VA 23510
(757) 683-8000

October 4, 2017

Attention: Amazon Evaluation Committee

The Port of Virginia (POV) strongly supports the Hampton Roads Economic Development Alliance's collaborative efforts to respond to Amazon's search for a second headquarters location. At the POV, we focus on what matters most to our customers, our people, and our region; these values very closely align with Amazon's Leadership Principles. The POV is investing heavily in our infrastructure to increase capacity and build sustainability.

Relationships are of utmost priority to us and we welcome a growing partnership with Amazon. Last year we partnered to deliver 103 windmill blade sets to support Amazon's renewable energy initiatives. By listening to our customers, we create opportunities, foster dialogue and create connections. We build strong, enduring relationships which is why we identify as Virginia's Global Gateway and as a catalyst of commerce.

As the 3rd largest port on the East Coast, our attributes would directly benefit your connectivity needs:

- 4 deepwater terminals and 2 inland terminals
- 50-foot channels and berths
- Zero air-draft restrictions
- Only US East Coast port with Congressional authorization for 55-foot depth channels
- Fully authorized and permitted for future marine terminal expansion
- 2.76 million TEUs annual throughput in FY2017
- 36 percent of cargo arrives and departs the port by rail, the largest percentage of any US East Coast port
- 2.5 hours to open sea
- 36,800 linear feet, or almost 7 miles, of on-dock rail track

WWW.PORTOFVIRGINIA.COM

October 4, 2017

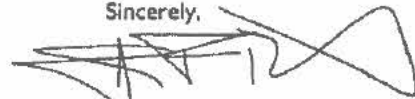
Page 2

- 2 Class I railroads operating on-dock
- 16 Midwest and Southeast inland points served by rail
- Direct weekly service to 45 countries
- Access to two-thirds of the US population in 24 hours

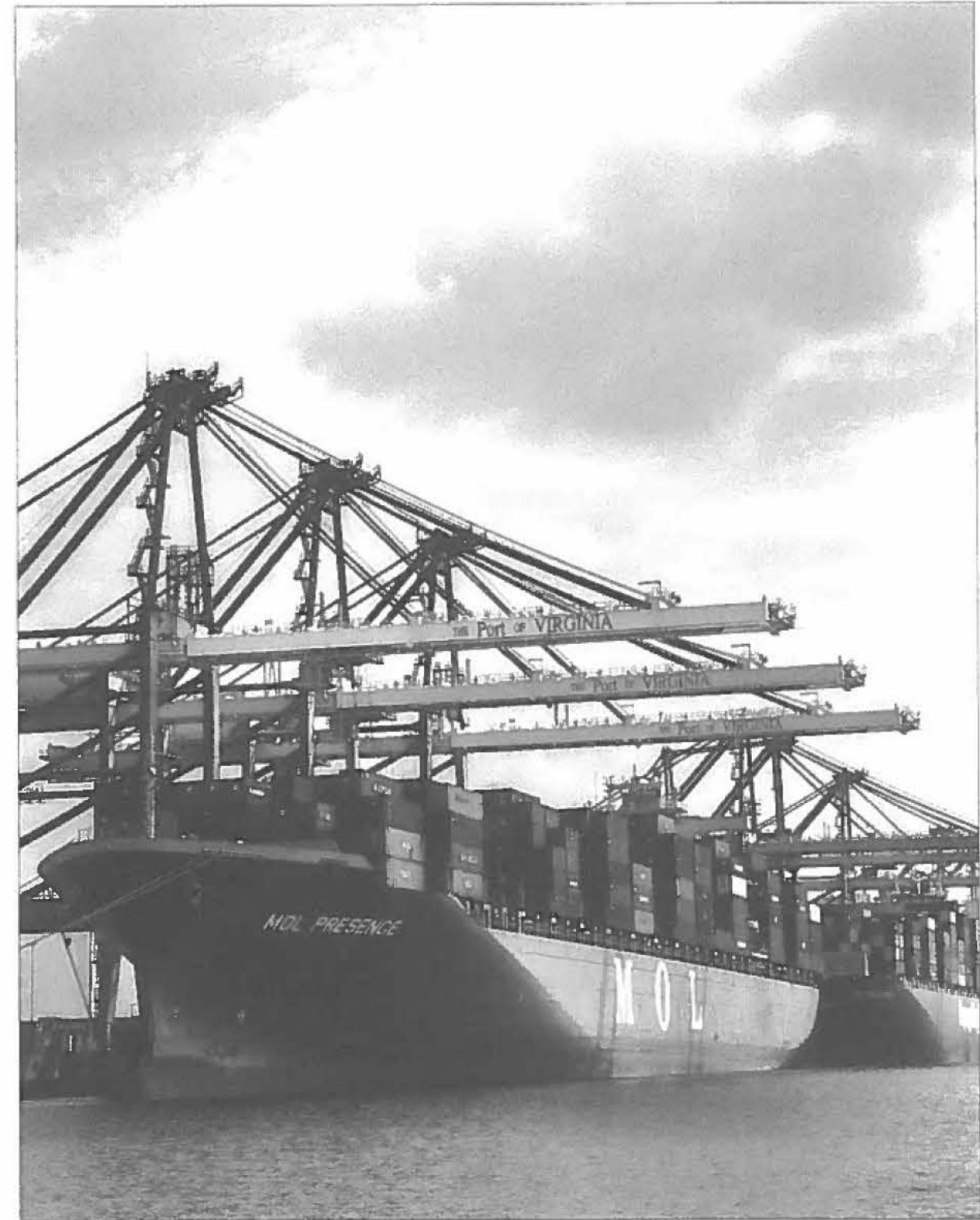
Being located in the Hampton Roads region has provided us with access to unique innovation assets, an educated talent pool, affordable cost of doing business, diverse housing options, and good quality of life.

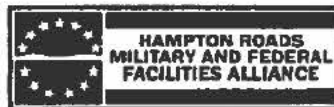
We welcome the opportunity to work with you and would be happy to meet with Amazon representatives to learn more about how the Port of Virginia can be of assistance in your decision.

Sincerely,



John F. Reinhart
CEO and Executive Director
Virginia Port Authority





THOMAS B. SHEPHERD, JR., CHAIR • KENNETH C. ALEXANDER, VICE-CHAIR • NANCY COLLINS, TREASURER
CRAIG R. QUIGLEY, EXECUTIVE DIRECTOR • RICHARD E. DWYER, SECRETARY

September 26, 2017

OPEN LETTER TO THE LEADERSHIP OF AMAZON

Ladies & Gentlemen:

This letter is being written to highlight a tremendous strength of the Hampton Roads region that would prove to be a significant advantage should you choose to locate your second headquarters here. That strength lies in the enormous military presence we have in the region, and the men and women who make it work.

The advantage to you lies in three areas:

- 1) Transitioning service members – Every year, 8,000-11,000 service members transition out of the military in Hampton Roads. These are high-quality people, most with technical training while in uniform, who know how to lead, how to follow, and how to operate effectively in teams. They possess a solid work ethic, institutional loyalty, and a commitment to achieving goals. If presented with an opportunity to be employed by a company of Amazon's stature, many would choose to remain in Hampton Roads, and constitute a never-ending conveyor belt of talent for you. The region is opening a one-stop center next month for transitioning service members, which would provide a single focal point for helping these men and women transition to good jobs in the private sector. A direct connection between this center and Amazon's hiring authorities would be most welcome.
- 2) Veterans currently in the area and employed by others – Virginia has the highest growth rate of veterans in the country, and many of these veterans are located in Hampton Roads for a variety of reasons. Most of these veterans are currently employed, and are already well-experienced in the field of endeavor that they have chosen. Again, if presented with an opportunity to be employed by a company of Amazon's stature, many would choose to work for you.
- 3) Spouses of Federal employees – This category would extend beyond the military, to include the many other agencies of the Federal government that have a presence in Hampton Roads. Most spouses of Federal employees work outside the home, and this would offer thousands more experienced workers for Amazon to consider. Many of these spouses have earned advanced degrees in a variety of fields, making them very attractive as potential employees.



723 Woodlake Drive • Chesapeake, Virginia 23320 • Office (757) 644-6324 • Fax (757) 523-4881

It has become a cliché to say that the strength of America's military lies not in its advanced hardware, but in its people. But this cliché is completely accurate, and Hampton Roads would offer a continuous supply of talented human capital to Amazon should you choose to locate your second headquarters here.

Sincerely,

Craig R. Quigley
Rear Admiral, U.S. Navy (Ret.)
Executive Director



October 5, 2017

Dear Amazon Evaluation Team,

The Virginia Peninsula Chamber connects business with opportunity; and what an opportunity awaits Amazon when it locates its second headquarters here in Hampton Roads. How can that be so? The answer comes easily. Hampton Roads is region composed of thirteen localities – diverse, yet collaborative in a growth region steeped in history, scientific advancement and technological innovation. Wait! There's more:

- ✓ **A TALENTED WORKFORCE** awaits you! Hampton Roads has a talented and ready workforce. It is diverse in background and skills and we are fortunate to have a huge population of veterans and transitioning service members, who possess the work ethic which leads to success.
- ✓ **A BUSINESS-FRIENDLY CLIMATE** awaits you! We want you to experience a region with a business-friendly environment, second to none in eastern United States. Hampton Roads has a low cost of living, pro-business local governments, and an exceptional quality of life. The result is a successful business opportunity with unlimited growth potential.
- ✓ **A CONNECTED REGION** awaits you! We are a gateway to the eastern half of the United States, not only for goods, through our extraordinary port, but also through our "g-nomous" broadband connectivity. Our transportation infrastructure is undergoing a transformation to meet the needs of generations to come.
- ✓ **A REGION OF QUALITY AND CULTURE** awaits you! Hampton Roads has an affordable cost of living; a diversity of housing options; and is family friendly. We are culturally diverse, while steeped in history and the arts. What a great place this is to live, work and relax.

We await you! You won't be sorry. The courage, tenacity and strength of our nation began as an "opportunity" in Hampton Roads – America's First Region!

We are here to assist you in any and every way possible, as you evaluate your options.

Sincerely,

Michael F. Kuhns
President/CEO

21 Enterprise Parkway · Suite 100 · Hampton, Virginia 23666
Telephone: (757) 325-8170 - mkuhns@vpcc.org - www.VaPeninsulaChamber.com



Executive Office
6015 Poplar Hall Drive, Suite 300
Norfolk, VA 23502
Tel: 757.455.7110
Fax: 757.455.7112
hpkem@sentara.com

Howard P. Kern
President & Chief Executive Officer

October 4, 2017

Amazon Evaluation Committee

Sentara Healthcare is one of the largest employers in the state of Virginia. Sentara is an integrated delivery system with 12 acute care hospitals, more than 300 sites of care throughout Virginia and northeastern North Carolina, and a health insurance plan with more than 450,000 members. It is because of this that we can unequivocally state that we truly care for this region. We would not be located here or make such an investment in this community if we weren't dedicated to its resources, individuals, and livelihoods. It is for these reasons that we support the Hampton Roads Economic Development Alliance's efforts to collaboratively respond to Amazon's search for a second headquarters location.

Sentara strives to make our communities healthier places to live and work by setting the standard for medical excellence through a vibrant, creative and highly productive workplace. We value people, quality, patient safety, service and integrity, all of which Amazon can relate to given the high standards of excellence and leadership principles you cultivate.

Sentara Healthcare is dedicated to quality and innovation. We are always learning and consistently seeking to advance by evaluating and pursuing new technologies that can transform care for our patients. We are committed to thinking big and long-term regarding our growth, process improvement, service and patient safety. Having a partner like Amazon in the region who is constantly pushing the threshold for new pathways and technology would be of utmost value. We encourage new ideas, embrace testing and look for inspiration across all of our regions, divisions and team members. Our mission to improve health every day knows no bounds, and we hope the benefits of these focused efforts are felt by the communities we directly serve.

With Hampton Roads generating such a high-level of educated graduates on a regular basis we always have quality candidates from which to choose to hire into our team of healthcare providers. Not only are the graduates well-educated, but they have an aptitude for tech talent that is appreciated in the workforce. Hampton Roads' quality of life is also worth noting. Short commute times, a variety of housing options and an unending social calendar of activities and nightlife contribute to a work/life balance in the area that is unsurpassed.

Sentara would gladly welcome Amazon into our region, and would be pleased to further discuss how we can be a valuable partner.

Sincerely,

Howard P. Kern, FACHE
President & Chief Executive Officer
Sentara Healthcare



NORFOLK AIRPORT AUTHORITY

Norfolk International Airport / 2200 Norview Avenue / Norfolk, Virginia 23518-5807
757-857-3331 / Fax: 757-857-3265

October 6, 2017

Amazon Evaluation Committee:

This is in regards to the Request for Proposal (RFP) invitation from Amazon for site consideration of a second headquarters location (HQ2). The RFP requires that sites are located within 45 minutes of an international airport with direct service to key cities. Norfolk International Airport (ORF), the region's largest air gateway, is centrally located to Hampton Roads and is easily accessible within 45 minutes of all proposed sites by major interstate highways.

The airport is currently served by American, Delta, Southwest and United Airlines. On October 4, these airlines were joined by Allegiant Air. When Allegiant's full initial schedule is in place by mid-November, Norfolk International Airport will offer 438 weekly flights to 20 destinations, most of which are major U.S. cities and/or airline connecting hubs. In 2016, the airport handled 3.2 million passengers and is ranked in the top 15% of commercial service airports by the FAA.

In Amazon's RFP, the company specifically cites direct flights to Seattle, New York, San Francisco and Washington, D.C., as important from the HQ2 site. Currently, Norfolk International offers 16 daily flights to the three New York area airports (LGA, JFK and EWR) on three airlines. In addition, the Airport offers 13 daily flights to the Washington area airports (DCA, IAD and BWI) on three airlines.

While the airlines do not currently offer nonstop service to Seattle or San Francisco out of ORF, we are committed to doing so by the time HQ2 opens if Amazon chooses the Hampton Roads region. These cities are our 10th and 17th largest passenger markets, respectively, and the demand generated by Amazon HQ2 would make direct flights from ORF to Seattle and San Francisco commercially viable. It is not unlike the similar community of interest between Seattle and Charleston (Boeing) that drew nonstop service between those communities. Likewise, Raleigh gained nonstop service to Seattle because of the biotechnology and life sciences ties.

Working aggressively with our consultants and employing our good relationships with airline network planning staffs, we would work with Amazon to expand both domestic and international service with incumbent and non-incumbent airlines in order to best support HQ2. In addition, the Airport Authority has in place an air service incentive program to financially support new routes and would petition the state for further support if needed.

We look forward to working with Amazon, and we are confident that we can satisfy their air service needs. If we can answer any questions or provide further information, please let us know.

Sincerely,

Robert S. Bowen
Executive Director
Norfolk Airport Authority



OLD DOMINION UNIVERSITY

Office of the President

Kach Hall
Norfolk, Virginia 23529
Telephone: (757) 683-3159
FAX: (757) 683-5679

September 27, 2017

Attn: Amazon Evaluation Committee

I am excited about and fully supportive of the Hampton Roads Economic Development Alliance's collaborative efforts to respond to Amazon's search for a second headquarters location. Accordingly, I enthusiastically offer the full support of Old Dominion University (ODU) in advancing the region's efforts to meet the workforce and talent requirements of this important economic development project. With total enrollment nearing 25,000 students, ODU serves the Hampton Roads community through its main campus in Norfolk, extended campus centers in the cities of Virginia Beach, Hampton and Portsmouth, and the Virginia Modeling, Analysis and Simulation Center in Suffolk. ODU is truly a regional university!

As a minority-serving institution ranked 15th in the United States for graduating African-Americans, ODU's student base is diverse in age, ethnicity and geographic origin including nearly 1,100 foreign students representing 180 countries. The average ages for undergraduate and graduate students is 24 and 34 respectively and approximately 25% have an affiliation with the military. ODU demonstrates its commitment to assisting veterans and active duty service members through its Military Connection Center which provides comprehensive support to help these students navigate the transition to academic life. Approximately 14,000 military personnel exit the services in Hampton Roads each year, many with technical military experience. ODU serves as a valuable educational resource for these individuals to get them ready for success in a civilian career.

Over 270 undergraduate and graduate degree programs, as well as a wealth of certificate and professional development opportunities, are available through ODU's seven colleges. We graduate approximately 850 students in computer science or engineering and 300 in information technology and related fields every year. Computer science and analytics offerings are offered at the bachelors and masters levels in three colleges: the Batten College of Engineering & Technology (computer engineering), the College of Sciences (computer science) and the Strome College of Business, with Ph.D. programs also available in information technology.

On site, online, or on campus, our curriculum can be customized to meet Amazon's needs. Moreover, ODU welcomes the opportunity to bring Amazon employees onto our campuses to serve as adjunct professors and guest lecturers to facilitate the company's specific training requirements. The ODU history of partnering with businesses, hospitals, and municipalities brings workforce programs directly to an employer's location through The College of Continuing Education and Professional Development. This college customizes programs for our corporate partners, providing stackable certificates, short courses, and workshops either for or without credit, depending on participants' needs.

Old Dominion University is an equal opportunity, affirmative action institution.

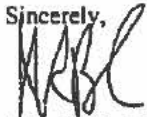
Virginia Modeling, Analysis and Simulation Center (VMASC), ODU's enterprise research center focuses on advances in modeling and simulation, data analytics, and cybersecurity. VMASC employs 33 faculty, scientists, and support staff, and applies state-of-the-art advanced simulation and analytic software and high performance computing resources to this work in a 60,000 square foot research facility. Established 20 years ago, VMASC works with both the public and private sectors to apply modeling and simulation, data analytics, and cybersecurity technologies in order to solve the most complex problems on a regional, national, and global basis.

ODU has made substantial investment in meeting the growing demand for qualified cybersecurity experts. In 2015, the University created the Center for Cybersecurity Education and Research (CCSER), the development of a state-of-the-art Cybersecurity Research Infrastructure, and hired four nationally recognized faculty to join an already active information technology community. ODU offers undergraduate majors in Cybersecurity, Cybercrime, Cyber Operations, and Enterprise Security. Two cybersecurity graduate certificates are offered (in computer science and in advanced engineering). A proposal for a Master of Science degree in cybersecurity is underway. Our cyber experts are collaborating with leading businesses and medical institutions to develop cyber security solutions.

Further, ODU is investing over \$225 million in the next few years to grow our facilities in the sciences and technology. Two new buildings will offer state-of-the-art laboratory and teaching facilities.

ODU also contributes to the quality of life in Hampton Roads. Construction is underway on the new Barry Arts Museum, a structure that will house one of the world's foremost collections of glass and is opening in fall 2018. This museum joins an arts district easily accessible on campus that, with two arts museums, two theatres, and an 8000+ seat coliseum, draws more than a million visitors annually.

I look forward to meeting with Amazon's representatives to explain how ODU can serve the company's workforce needs and to outline the advantages that Hampton Roads offers.

Sincerely,

John Broderick
President

HAMPTON UNIVERSITY



HAMPTON, VIRGINIA 23668
(757) 727-5231

OFFICE OF THE PRESIDENT

October 6, 2017

Amazon.com, Inc.
Office of Economic Development
c/o Site Manager Golden
2121 7th Avenue
Seattle, WA 98121

RE: Amazon HQ2 RFP

Dear Site Manager Golden:

As President of Hampton University, which is located in the region of Hampton Roads, specifically, Hampton, Virginia, I am writing to express my support of this region's strong interest in becoming home to Amazon's corporate headquarters expansion. It is my belief that expanding into this area will be a win-win situation for both Amazon and the Hampton Roads region.

Throughout its history, Hampton University has been recognized for its outstanding contributions to higher education. Our founder, General Samuel Chapman Armstrong, set the institution on the right path from the very beginning in 1868. He first emphasized a strong academic program of educating the head, heart and hand. His other major focus was on the development of character. For the past 150 years, the University has been building upon this solid foundation and is a leader in the higher education area, and for the past 40 years, I have been fortunate to serve as its president. As we celebrate these two milestone anniversaries, our theme is "Celebrating a Legacy and a Legend of Excellence." Similar to Amazon's commitment to its 5 Core Values, Hampton operates by and values high moral principles and strong ethical values.

Hampton University serves students in the Hampton Roads Region, the Commonwealth of Virginia, the nation and the world. We offer a broad range of liberal arts, STEM and graduate degree programs that provide our students with an "Education for Life." The university's values innovation, aspiration and competitive success, values which transform the lives of our students, faculty, administrators and staff. The research conducted by our faculty is not only designed to contribute to the knowledge of the field, but it is also designed to contribute positively to society by improving the lives of others. With the launching of the \$140 million weather satellite from Vandenberg Air Force Base, California, Hampton made history when the University became the first Historically Black

HAMPTON INSTITUTE
THE UNDERGRADUATE COLLEGE

GRADUATE COLLEGE

UNIVERSITY COLLEGE

College or University (HBCU) to have total responsibility for a NASA satellite mission which studied noctilucent clouds. One of the best examples of the University's cutting-edge research is our \$225M Hampton University Proton Therapy Institute (HUPTI), which is using modern technology to treat prostate, breast, brain, head and neck, ocular, pediatric and other cancers. The largest free-standing proton treatment facility in the world and the only one in Virginia and the Mid-Atlantic Region, HUPTI is easing human misery and saving lives.

As Amazon considers locating its new headquarters in the Hampton Roads Region, it should be known that this region's physical assets, skilled labor force that is enhanced by the presence of several military installations, educational resources and its strong corporate environment will serve to fortify Amazon's future while contributing to its corporate legacy. The commitment and dedication to corporate and entrepreneurial advancement starts at the Governor's office and is strongly supported by our state and local political leaders. This commitment is further enhanced and exercised through the Hampton Roads Region via our university and college leaders. Our commitment to support the corporations, large and small, in our region is demonstrated by our continuous engagement of the leaders of our regional employers. Our collective goal is to provide the highest quality of educated individuals as a replenishing source of the workforce.

Without hesitation, I offer my endorsement of this region's pursuit of the Amazon corporate headquarters expansion. Amazon's presence will elevate the region's status in the nation while supplementing its worldwide recognition. I look forward to having an opportunity to engage your leadership team as this evaluation process advances and to personally welcoming you to Hampton Roads.

With all good wishes,

William R. Harvey
President

WRH:cdd



October 6, 2017

Dear Amazon Evaluation Committee,

Please allow me to express Christopher Newport University's strong endorsement of the Hampton Roads Economic Development Alliance's efforts as our Commonwealth and region seek to be the location of Amazon's second headquarters. As you undertake this process, you will find our Commonwealth to be an ideal place to call home because we have one of the most respected and diverse systems of higher education in the country fully capable of satisfying your workforce needs now and well into the future.

Christopher Newport is a top ranked public university offering a rigorous curriculum in the liberal arts and sciences to 5,000 students. At CNU we offer great teaching, small classes and emphasize leadership, honor and service. Over one-third of our students major in the academic disciplines of science, technology, engineering and mathematics.

Christopher Newport is the only public university in the nation to be awarded a perfect "A" by the American Council of Trustees and Alumni, honoring the university's commitment to a rigorous core curriculum that requires courses in mathematics, natural science, foreign language, composition, literature, economics and American history/government. We offer outstanding academics and provide rich opportunities for undergraduate research and foreign study. Our curriculum prepares students to learn about diverse subjects, relate to people from various backgrounds and cultures and adapt to the changing nature of work at companies like Amazon.

We invite you to visit our campus and engage our faculty and students. They would contribute immense intellect, creativity and passion to your enterprise.

On behalf of the citizens of our Commonwealth and Hampton Roads, I am very grateful for your consideration.

Sincerely,
A handwritten signature in dark ink, appearing to read 'Paul Tribble'.

Paul Tribble

Office of the President
1 Avenue of the Arts, Newport News, Virginia 23606-3072
Voice (757) 594-7001 Fax (757) 594-7864



Thomas Nelson Community College is well prepared and eager to support regional efforts to bring Amazon's second headquarters to Hampton Roads. With a student body of over 13,000 and a comprehensive array of offerings to prepare the professional and technical workforce, Thomas Nelson can be a major source of the highly qualified and diverse talent that Amazon will require to staff its operations. Each year, hundreds of our students complete associate degree programs in business administration, accounting, engineering, information systems, computer science, cybersecurity, and various technological fields who then move on area universities to successfully receive the corresponding bachelor's degree. Through our Workforce Development division, we have a strong track record of working with major employers (e.g., Newport News Shipbuilding, Canon of Virginia, Continental Automotive Group, Fergusson Enterprises, NASA Langley Research Center) to establish employment pipelines that include well-coordinated efforts for recruitment, assessment of applicants, and pre- and post-hire training and education. We also take particular pride in working with the major military bases in our region to see that those transitioning out of service have the education and training to use their distinctive talents in productive civilian occupations. We would welcome the opportunity to use our considerable educational and workforce capabilities to ensure that Amazon would thrive in establishing its second headquarters in Hampton Roads.

John T. Dever
President
Thomas Nelson Community College
99 Thomas Nelson Drive
Hampton, VA 23666
757.825.2711 Phone
757.825.3611 Fax
deverj@tncc.edu



TIDEWATER COMMUNITY COLLEGE
From here, go anywhere.™

OFFICE OF THE PRESIDENT

October 2, 2017

Hampton Roads Economic Development Alliance
500 East Main Street, Suite 1300
Norfolk, VA 23510

Attention: HREDA Amazon Evaluation Committee

Committee Members:

I am the president of Tidewater Community College (TCC), the largest public institution of higher education in southeastern Virginia, serving some 37,000 students each year. For nearly 50 years, our mission has been twofold:

- To help students advance in their education and careers; and
- To help employers achieve the workforce they need to be successful.

You will hear that same message from our sister colleges in Northern Virginia and the Richmond metro region. However, I believe TCC is uniquely positioned to provide the education and workforce services necessary for Amazon to achieve its business goals in Hampton Roads.

Here are just four reasons.

1) **Veterans.** TCC enrolls more military-related students than any college in Virginia, most of them veterans of the Armed Forces. Employers tell us that veterans are equipped with the personal qualities and discipline needed to learn new jobs and excel. Locating in Hampton Roads would give Amazon access to the largest pool of veterans in Virginia. TCC dedicates more assets to veterans than any college in Virginia. Our Center for Military and Veterans Education serves the military-related population with expert advice and career guidance. In addition, Amazon will have access to Special Operations Forces veterans through TCC's partnership with the Honor Foundation, the only transition institute dedicated to special forces.

2) **Technology.** In 2016, TCC was designated a Center of Academic Excellence in Cyber Defense by the Department of Homeland Security and the National Security Agency. Our IT faculty saw years ago that cybersecurity would become a critically important field with in-demand jobs. Our IT students obtain industry credentials that employers are looking for, including apprenticeship opportunities, and many graduates continue their educations at four-year institutions with which we have articulation agreements. TCC has the capacity to grow these programs to help Amazon meet its workforce needs.

3) **Transition to Bachelors.** TCC is the second largest transfer institution to four-year colleges in all degree areas such as what Amazon requires. Sixty percent of TCC students, over 20,000, comprise the pipeline into a bachelor's degree in the fields that Amazon requires for its employees.

CHESAPEAKE	NORFOLK	PORTSMOUTH	SUFFOLK	VIRGINIA BEACH
121 College Place	Norfolk	Virginia	23510	• Telephone: 757-822-1050 • Fax: 757-822-1055

Amazon Evaluation Committee

October 2, 2017

Page 2

4) **Reach.** Wherever you are in South Hampton Roads, TCC is nearby, with four campuses (Norfolk, Chesapeake, Portsmouth and Virginia Beach); the Center for Workforce Solutions in the growing north Suffolk area and the Town Center area of Virginia Beach; and the Tri-Cities Center, off Interstate 664 in North Suffolk. Flexible online programs put education within reach for the busiest people. Our services reach into all of the major industrial sectors, from the Port of Virginia to health care to hospitality to advanced manufacturing.

Here's more reach: A planned broadband connection will connect all TCC campuses and regional centers with all five cities in South Hampton Roads and those on the Peninsula. TCC campuses are expected to be the hubs connecting to the international cables in Virginia Beach. Please also see further supporting information in the document enclosed.

Tidewater Community College stands ready to assist our cities and economic development agencies in any way we can to make Amazon's transition to a new location successful.

If you need additional information, I can be reached at EKolovani@tcc.edu or 757 822-1050.

Very truly yours,

Edna V. Baehre-Kolovani
Edna V. Baehre-Kolovani, Ph.D.
President

Enclosure

c: Vice Chancellor Sharon Morrissey/VCCS
Dr. Daniel DeMare/TCC



September 27, 2017

Attn: Amazon Evaluation Committee

ECPI University is fully supportive of the Hampton Roads Economic Development Alliance's collaborative efforts to respond to Amazon's search for a second headquarters location. Accordingly, I offer the support of ECPI University in advancing the region's efforts to meet the workforce and talent requirements of this important economic development project. As a private university offering Masters, Bachelor of Science, Associate of Science, and Associate of Applied Science degrees, ECPI's steady stream of quality graduates would be ideal to supplement Amazon's team.

For over 50 years, ECPI University has been successfully helping students achieve their career goals and provides not just the skills that are needed in today's workplace but also support and help students succeed in tomorrow's world. Our curriculum is designed to foster life-long learning and educational excellence by reinforcing critical thinking, teamwork, problem-solving and communication skills. Our hands-on applied learning complements a strong theoretical foundation that prepares our graduates for the workplace which would pair well with Amazon's leadership principles.

We are the 5th highest producer in the U.S. of undergraduate computer science degrees, mostly in coastal Virginia. With a diverse student body, our focus on STEM degrees ranks 3rd in the U.S. in awarding computer science degrees to African-Americans. We are the 4th highest producer in the U.S. of combined undergraduate degrees in computer science, engineering technologies and engineering to African-Americans. We were voted the "Best for Vets" which led to a larger number of STEM graduates with security clearance.

ECPI is also one of the largest U.S. producers of technology graduates with an intense, skills-based curriculum driven by industry advisory boards. Our extensive use of externships and clinical experiences in all programs as well as work-life learning culture and environment are key to producing successful graduates. We have the highest levels of engagement which lead to bachelor degree completions in just two and a half years. We produce mature graduates with our average student age of 28. Additionally, we have a steady labor supply by producing graduates every five weeks due to our unique calendar which would benefit your need for employees throughout your ramp up.

While we boast many career paths and departments our College of Technology, which includes Information Technology and Engineer Technology, would be of particular interest to Amazon. Information Technology studies includes a Master's of Science in Cybersecurity, Master's of Science in Information Systems, Cyber and Network Security, Cloud Computing, Software Development, and Web Development. In our Engineering Technology department, we have classes in Mechatronics/Advanced Manufacturing, Mechanical Engineering, and Electronics Engineering. Producing quality technology graduates directly benefits Amazon's labor pool.

Since our inception, employer partnerships have played a key role in hiring our graduates and helping design our curriculum. We would welcome the opportunity to partner with Amazon to help educate our students in the areas of employment you seek.

VIRGINIA BEACH CAMPUS 5555 Greenwich Road • Virginia Beach VA 23462 • 757.671.7171 • ecpi.edu
Virginia Beach • Newport News • Richmond • Northern Virginia • Charlotte • Greensboro • Raleigh • Charleston • Columbia • Greenville • Online

ECPI University is the model for career education with an accelerated calendar, engaging delivery, and integration of technology in our student-centered programs.

I look forward to the opportunity to meet with Amazon's representatives, learn more about what ECPI University can do to serve the company's workforce needs and, in doing so, demonstrate the many advantages ECPI University and the Hampton Roads Region have to offer.

Sincerely,

Mark Dreyfus

Mark Dreyfus
President
ECPI University



Suffolk Economic Development
442 W. Washington Street
Suffolk, Virginia 23434
Telephone: 757.514.4040
YesSuffolk.com / @YesSuffolk

October 13, 2017

Attn: Amazon Evaluation Committee:

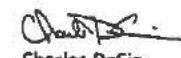
The undersigned, representing a diverse group of industries from all over the city of Suffolk, write to express our strong support for Amazon's HQ2 location to be in Suffolk.

The companies we operate are involved in a variety of business processes that are all well suited for our city. The benefits that a company such as Amazon would bring to our community and economy are well-documented. As business leaders we know never to rest on our laurels so we look for ways to promote Suffolk's unique aspects every opportunity we can. Suffolk's trajectory from being a humble peanut manufacturing town to a modern, relevant, cutting-edge city is an important story to tell and we are honored to do so. Our region's rich history, strategic location, ample resources, strong labor pool, low cost of living and high standards of living ensure a stellar future for incoming business.


We are proud to be in Virginia and strongly urge the Amazon Evaluation Committee to learn more about why Suffolk is the right decision.

Sincerely,


Taylor Pruden
Operating Partner and GM
TASTE


Charles DeSio
CEO
Rock Bottom Golf

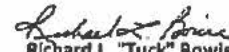

Debbie Russell
Head of School
Nansemond Suffolk Academy

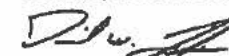

Rick Matthews
District Vice President
Suffolk Family YMCA



Bill Pollard
Senior Vice President / Commercial Banking
Virginia Commonwealth Bank
And Chair, Chamber of Commerce Hampton Roads, Suffolk Chapter


Lawrence K. Ewan
Sales Manager
Continental Terminals, Inc


Dr. Patrick Hochsträsser
Suffolk Site Director
BASF


Richard L. "Tuck" Bowle
President
The Terry Peterson Companies


Daniel W. Lutkin
President
Paul D. Camp Community College


John Boyle
President and CEO
Massimo Zanetti Beverage USA


Eric Wiesel
Executive Director
Virginia Modeling, Analysis, and Simulation Center (VMASC)



October 5, 2017

Amazon.com, Inc.
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Dear Site Manager Golden,

My name is Jack L. Ezzell, Jr., Founder and CEO of ZelTech, Inc. The company is a veteran and minority owned professional services and information technology solutions business headquartered in Hampton, Virginia. We operate in over twenty locations in the United States and overseas, specializing in C2, C4ISR, predictive analysis, software development, systems integration, intelligence analysis, counter-intelligence, counter-terrorism, visualization, professional services, and portfolio management. Our staff includes experienced operational specialists, analysts, engineers, scientists, and program managers.

The City of Hampton and the Hampton Roads region have been strong employee recruitment territories as several of the local colleges and universities offer degrees in computer science and engineering. In addition, the area's labor force is supplemented by skilled military personnel that remain in the region after completing their service commitments.

I am captured by the 5 Core values of Amazon, specifically, "Think big – committed to long term thinking for growth, go big or go home". Our industry also requires us to look forward and think long term as technology is ever evolving as are the requirements of our clients.

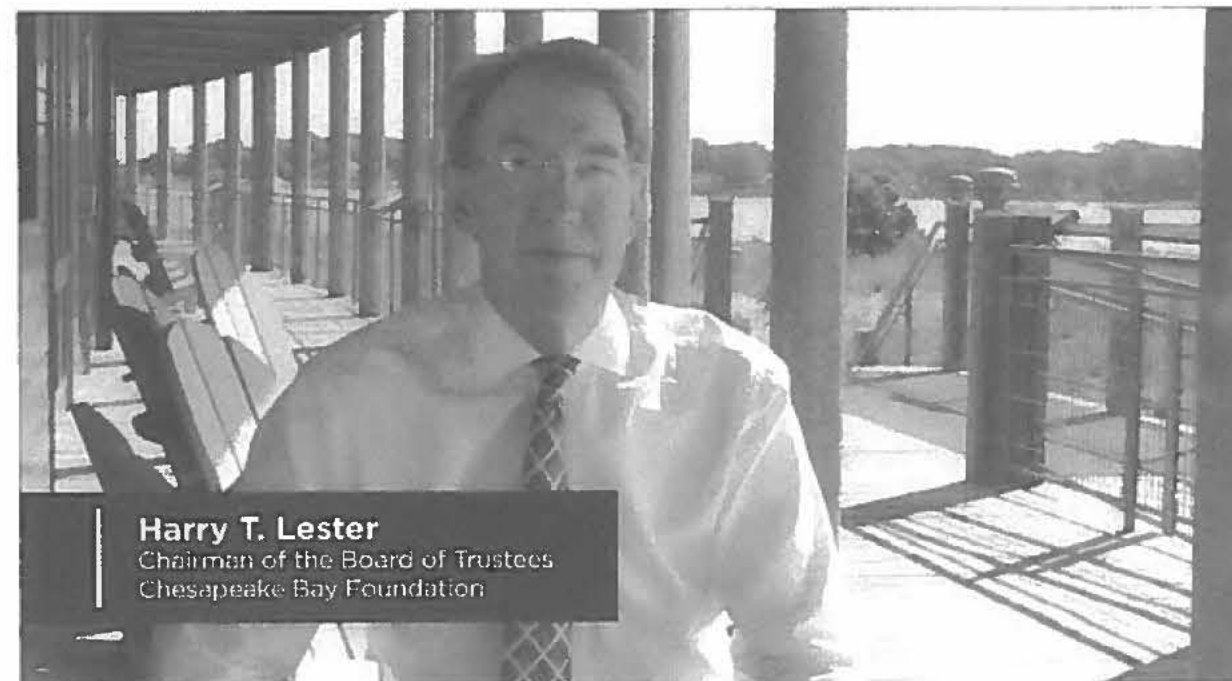
I look forward to welcoming the executives of Amazon to Hampton and the region. Your presence would provide new opportunities and further collaboration among our local governments, higher education and our research institutions such as the National Institute of Aerospace and NASA. It is my hope you will choose to visit the region and see why we selected Hampton for our headquarters.

Sincerely,

Jack L. Ezzell, Jr.
Founder and Chief Executive Officer

54 Old Hampton Lane • Hampton, Virginia 23669 • TEL (757) 722-5565 • FAX (757) 722-8516

"Providing solutions with knowledge, tools and solutions beyond the contract and family demands, and effective actions to help ensure US national security."



Harry T. Lester
Chairman of the Board of Trustees
Chesapeake Bay Foundation



town center

The Town Center of Virginia Beach

SUSTAINABILITY

"For the past 50 years, The Chesapeake Bay Foundation's purpose has been to Save the Bay. We're making great progress. The Chesapeake Bay watershed is 64,000 square miles and runs from Cooperstown, New York to Virginia Beach.

We've been in the Hampton Roads area for over 30 years. In 2014, we completed the Brock Environmental Center and moved our Hampton Roads headquarters to Virginia Beach. With this project, the City of Virginia Beach and Chesapeake Bay Foundation saved 118 acres of wetlands, one of the last undeveloped properties on the Lynnhaven River in Virginia Beach, from residential development. The site is now in a conservation easement and will be forever protected.

The Brock Environmental Center has been awarded the Living Building Challenge designation. We're the first commercial building in the country that's approved to drink rainwater, so we're about as environmentally sensitive as you can get. We consider ourselves one of the greenest buildings in the world and we're one of only ten in the country with this designation.

The property is a great community asset with three-miles of walking trails, most of which are along the water's edge. We also do educational projects for school children preparing the next generation to take care of our environment."



Lou Haddad
President and CEO
Armada Hoffer



The Town Center of Virginia Beach SITE/BUILDING

"The overarching vision of Town Center was to give a top-flight address to the region. The idea was to create something that didn't previously exist. Everything serves the top echelon of companies that need an address to attract top-flight personnel.

Town Center has everything from multi-million dollar condominiums to apartments with single-family homes and townhouses within walking distance.

Town Center is home to 110 commercial tenants, more than half are new to Virginia Beach and one third are new to the region. Our newest high rise is LEED Silver certified. We have a fully integrated live, work, play environment that gives us a leg up on a typical downtown setting. There's tremendous egress for the pedestrian and public transport.

Between Armada Hoffer and the City of Virginia Beach, we control enough property to handle Amazon's expansion. We are well versed in building world headquarters. We built Legg Mason's world headquarters in the Baltimore Inner Harbor as well as Exxon Corporation and several other multi-million dollar projects. As a real estate investment trust that trades on the NY Stock Exchange, our first goal is to own real estate. As a development and construction company, we can offer Amazon any number of options from a straight purchase of land, to a fee development, to a long-term lease, to a long-term lease with sale and even a joint venture. These are all things we have accomplished in our 40-year history.

Our hats are off to the City of Virginia Beach for spending the time and money that it takes to create an integrated system where you can be in the middle of an urban environment, yet be steps away from a park or a trail or crossing a stream."



Bruce Thompson
CEO
Gold Key | PHR



The Town Center of Virginia Beach COMMUNITY AND LIFESTYLE

"As a lifelong resident of the City of Virginia Beach, I've seen dramatic change in the educational, cultural and recreational offerings within the City and the resort area. Over the past 15 years, our company has developed over 1 billion dollars in assets in the City of Virginia Beach including the renovation of the historic Cavalier Hotel and a new, planned sustainable community - a live, work and play environment designed for Millennials and Gen Xers.

Our charitable efforts are extensive and what we're probably most proud of is our partnership with the City of Virginia Beach to create a truly inclusive community. This includes not only the first-ever fully accessible beach park and playground on a public beach, Grommet Island, but also Camp Grom, a 70-acre adventure park designed for adults and children with disabilities, wounded veterans, and families of fallen soldiers. Our company is proud to partner with the City of Virginia Beach to ensure that we are an inclusive community with no barriers for persons with disabilities.

Our company employs over 3,000 associates and the reason that they've come to Virginia Beach, and elected to stay, is the unique recreational offerings, the ocean, the bay, the waterways and the general quality of life that surrounds living, working and playing in a resort area that also offers a "big city" feel."

We've often been asked the question "Why have we made such a heavy investment in the City of Virginia Beach?" Clearly, we've had opportunities to go into other markets, however our investment has been parallel to that of the City of Virginia Beach and the continuing reinvestment in cultural, recreational and educational opportunities. These efforts make it an ideal location for us to attract employees and investment.



Brad Smith
President & CLO
Microsoft Corporation



town center

The Town Center of Virginia Beach CONNECTIVITY

"For Microsoft, Facebook, and Telxius, this is an important day that we can stand here and say that the most advanced submarine cable running between Europe and North America runs between Spain and Virginia Beach. It took great technical work to design this cable and to engineer it. It's a first that the cable comes ashore in Virginia Beach, bringing higher capacity and more reliability and reflects a huge vote of confidence by our companies.

Whenever you add this type of high-speed communications ability across the Atlantic, you stimulate the economy and add to the communications hub that Virginia Beach has become. Already we're seeing it creating new opportunities for international companies who want to expand here and we are pursuing work and partnerships with other companies in Virginia Beach. Broadband has become a necessity of life, it has become the future of job creation and the ability for companies to create jobs, to start new firms, to grow and to expand. This is an area where we hope to be doing even more in the future.

But, we're not just committed to creating jobs and building data centers here. One of the things that is so important is that we not only invest in new technology, like this cable, but that we also invest in the people. We are working in schools across Virginia to bring coding and computer science to the community college and university levels. And, we're connecting the last mile, so that every single person who lives in the Commonwealth of Virginia gets the broadband access that they need, that they deserve and that will create the opportunity for them to have a brighter future."

End Notes

Sources



Hampton Road's Low Cost of Doing Business is 91% of U.S. average: Moody's Analytics, North American Business Cost Review 2016

Virginia has the highest concentration of technology talent: Bureau of Labor Statistics, Occupational Employment Survey 2016

Virginia has the sixth-highest educational attainment in the country: U.S. Census Bureau, 2015 American Community Survey 1-Year Estimates

Hampton Roads has a substantial experienced labor pool: Bureau of Labor Statistics, Occupation Employment Survey 2016

The local talent pipeline is robust: Bureau of Labor Statistics, Occupation Employment Survey 2016

Virginia is proud home to be the fourth-largest veteran workforce in the country: Bureau of Labor Statistics, Occupational Employment Survey 2016

Veterans comprise 17% of the local population: U.S. Census Bureau, 2016 American Community Survey 1-Year Estimates

In 2015, 13,000 service members transitioned to civilian life in Virginia: Hampton Roads Workforce Development Board

Hampton Roads is home to the fastest-growing population of millennials in the U.S.: Time Magazine

The region is an engine of talent for the entire state: CBRE, Scoring Tech Talent 2017

Virginia has the No.1 public university system in the country: SmartAsset (March 2017), "The Best States for Higher Education in 2017"

Virginia has two of the country's top six public universities: U.S. News & World Report Rankings (2017), « Top Public Schools 2018 »

580,000 students are enrolled in post-secondary programs in Virginia: National Center for Education Statistics, Digest of Education Statistics

Sixty percent of Virginia's students choose to stay in state after graduation: Zippia (2017), "Leaked State Secret: How to Stop the Brain Drain"

In Virginia, STEM education programs are a K-12 priority: Code.org State Facts, "Support K-12 Computer Science Education in Virginia"

Virginia ranks fourth nationwide in the percentage of students who have passed an AP STEM exam: U.S. Chamber of Commerce, "Leaders & Laggards" report

Hampton City Schools were ranked No.1 in the nation for technology use: Center for Digital Education and National School Board Association



Livability

Hampton Roads has a rich history of firsts and is home to some of the country's most historic sites: Hampton Roads Economic Development Alliance, "This is Hampton Roads"

The region's cost of living index is 2/3 that of Seattle: C2ER, Cost of Living Index 2017 Q2

There are approximately 140,000 urban households, 450,000 suburban households, 62,000 rural households: ESRI, Tapestry Report for Virginia Beach MSA

Of the more than 2.2 million units of housing located within a half-mile of the ocean, 80% are valued under \$500,000, and 55% cost less than \$300,000: U.S. Census Bureau, 2015 American Community Survey 5-Year Estimates

Violent crime continues to fall, with a 30% decrease over the last 10 years: FBI, Uniform Crime Report 2006-2016

Virginia has the third-lowest rate of violent crime and 10th-lowest rate of property crime: U.S. News & World Report (2017), "Public Safety rankings"

The region's Kemps Landing Middle School is the top middle school in the state: School Digger

Hampton Roads is home to 17 of Virginia's top 100 elementary schools, 19 of its top 100 middle schools, and 24 of its top 100 high schools: School Digger

Hampton Roads has a robust network of 26 hospitals, with more than 5,000 beds available: American Hospital Association, Hospital Directory

The hospitals in Hampton Roads are located within a 25-minute drive of 99% of the population: American Hospital Association, Hospital Directory; Experian

The region is more diverse than many competitive cities, with a 40% non-white population, and is home to some of the nation's best historically black universities: National Center for Education Statistics

In fact, Virginia is ranked the ninth-best state for black entrepreneurs: RollingOut.com

Hampton Roads has low income-inequality – with a Gini coefficient of 0.43 compared to the U.S. average of 0.48: U.S. Census Bureau, 2016 American Community Survey 1-year estimates

The region offers more than 200 miles of dedicated bike and walking paths, in addition to trails in our 230+ parks: Virginia DOT, "Bike Paths in Hampton Roads"

There are also 23 miles of unpaved paths in two state parks and a federal wildlife refuge: Virginia DOT

Golfers can enjoy more than 75 courses, with several championship greens to be experienced: Hampton Roads Economic Development Alliance, "This is Hampton Roads"

The nonprofit arts and culture scene is a \$90M+ industry and supports ~2,900 full-time equivalent jobs annually: Americans for the Arts 2015 economic impact study of 341 communities and regions in the nation



Business Climate

Cost of doing business in Hampton Roads is low, at 91% of the national average: Moody's Analytics, North American Business Cost Review, 2016

Wages are also affordable in the jobs Amazon most needs: software developers are typically salaried at \$103,000 (U.S. average of \$110,000), managers at \$114,000 (U.S. average of \$118,000), accountants at \$77,000 (U.S. average of \$77,000), and legal workers at \$77,000 (U.S. average of \$105,000): Bureau of Labor Statistics, Occupational Employment Survey 2016

Virginia continues to be recognized nationally as a place to do business: Forbes 2016 Best States for Business rankings; CNBC

The state ranks No.12 in the nation for corporate HQ taxes: Tax Foundation, Location matters; Leading states in order are Wyoming, South Dakota, Montana, North Dakota, North Carolina, Nevada, Alaska, Kentucky, Oklahoma, Ohio, Florida

Virginia has ranked No.6 in Forbes and No.7 in CNBC's Top States to do Business, and has consistently ranked in the top 10 since the early 2000s: Forbes; CNBC

Virginia now ranks eighth in the 2016 USGBC's top states for LEED, with 18,444,309 certified gross square footage across the Commonwealth: U.S. Green Building Council, «U.S. Green Building Council Releases Annual Top 10 States for LEED Green Building »

Dominion Energy has committed to providing 100% green energy to whichever site Amazon selects in the state: Dominion Energy

Currently, Dominion Energy has more than 400-megawatts of renewable energy on the grid and is expected to meet Virginia's goal of 15% power coming from renewables by 2025: Dominion Energy

Virginia's state government ranks second in the Leading States Index for measures of the quality of state administrative functions: U.S. News & World Report (2016), Best States Index

Virginia is committed to maintaining its AAA government credit rating: Washington Post; Virginia Government

Virginia is already home to 65 corporate headquarters of firms that have an annual revenue of more than \$500M and 23 companies with sales over \$5B: Virginia Economic Development Partnership

Virginia is already recognized in this space, ranking as the No.7 most innovative state by Forbes: Forbes, "The 10 Most (And 10 Least) Innovative States in The U.S."

There is work underway to develop connected vehicle and autonomous vehicle technology along the Interstate 95 and 66 corridors: Virginia DOT

In fact, there are 9,000 acres of potential development sites across the region that provide room to grow an interconnected, integrated campus: Hampton Roads Economic Development Alliance



Virginia has a 47.7% fiber coverage, ranking seventh in the 50 states: Broadband Now

In Hampton Roads, Verizon Fios is available to 67% of the population, offering residential speeds up to 100mbps: Broadband Now

Through its partnership with Microsoft and Wildfire 5G, there are plans for a regional low-cost/high-speed wifi network that will help bridge the digital divide and provide reliable wireless internet services to residents and small businesses throughout Hampton Roads: Virginia Beach Economic Development

Low congestion in the region enables a high level of connectivity for commuters, with 60% of residents working outside their location of residence: Old Dominion University

Hampton Roads has an average commute time of just 24 minutes: U.S. Census Bureau, 2016 American Community Survey 1-Year Estimates

Just 22% of the region is congested during peak commute times, compared to nearly 60% in larger cities like Los Angeles: Texas A&M, Urban Mobility Score Card 2016

There are three regional providers that offer public transit options throughout the metro area, including bus and light rail routes: Virginia DOT

A number of region-wide improvements to public transportation and commuting throughout Hampton Roads are being considered, with the goal of better connecting the region's employment centers: Virginia DOT

Hampton Road's congestion times: Virginia DOT

Virginia is a well-connected state and is home to seven interstate highways, most notably I-95, I-81, and I-64. By 2024, the region will invest over \$6B and complete construction on the following high-priority projects: Virginia DOT

The Port of Virginia itself is the third-largest port in the East Coast (in cargo volume) and ranks among the top five ports in North America: CBRE, North America Port Watch 2016

The Port of Virginia accounted for 13.5% of the coast's total throughput in 2016: The Port of Virginia

The Port of Virginia boasts 50-foot channels and berths and zero air-draft restrictions: The Port of Virginia

The Port of Virginia is also the only U.S. East Coast port with Congressional authorization for 55-foot depth channels: The Port of Virginia

The Port has been a continuous driver of infrastructure investment and economic development in the region: Port of Virginia

Port of Virginia Rankings: AAPA World Rankings

Hampton Roads has two airports with nearly 80 daily direct flights to domestic locations and daily direct flights to D.C. and New York are available: Diio Mio

The Northeast Regional Amtrak route, which runs between Boston and multiple points in Virginia, connects the Hampton Roads area with both the Mid-Atlantic region and the Northeast corridor: Virginia DOT